

FINANCIALTIMES

Vunders Start the week with...

Dateline

in Paris

Will the Fed raise rates?

Gerard Baker, Page 18



Today's Surveys

Guernsey Insurance

Separate sections

Crédit Lyonnais

head raises stakes in Brussels row Crédit Lyonnais chairman Jean Peyrelevade

suggested he would resign if the European Commission forced him to sell off many more of the French state-owned bank's activities. In an interview with the FT, he said: "You cannot have any further significant reduction in the perimeter of the bank without destroying it." The French government is expected to submit a privatisation plan for the bank to European competition authorities in Brussels within weeks, Page 19

Fears over Asian car output: Asia's car production capacity is growing far in excess of forecast demand in the region, creating a risk of a serious shake-out by the end of the decade, a survey by business research concern DRIMCGraw Hill shows. Page 18

Disney in Tokyo refinancing deal: US entertainment company Walt Disney negotiated a ground-breaking deal to refinance a Y73.4bn (\$597m) loan which is backed by future royalties from Tokyo Disneyland, the world's most fre-quently visited theme park. Page 19

Communists attack Yeltsin: Russian president Boris Yeltsin faced a chorus of Communist criticism over his Nato policy after his return from the Helsinki summit, while western leaders halled the two-day meeting between Mr Yeksin and US president Bill Clinton as a break-

CAW publishes offer document: UK-based telecommunications group Cable and Wireless will today publish the offer document for the formation of Cable and Wireless Communications. The company will be formed from C&W subsidiary Mercury Communications, with UK cable companies Nynex CableComms, Bell CableMedia and Videotron. Page 19

Deiny likely for Bass deal: A UK government ruling on Bass's proposed £200m (\$318m) acquisition of rival Carlsberg-Tetley is expected to be delayed until a new government is formed after May 1. Page 19; Lex. Page 18

UK 'Ill-prepared' for single currency: British industry is ill-prepared for the European single currency, finance directors of Britain's largest companies say in a report. Page 7

Record capital flow: Record levels of private capital flowed to developing countries last year, driven by "good" macroeconomic policies, infrastructure privatisation and investors' thirst for higher yields, a World Bank report says. Page 6

Cuba trade talks restart: Talks between the US and the European Union resume in Brussels today. They aim to avert confrontation over US legislation designed to penalise foreign investors in Cuba. Page 4

Spain to release 'dirty war' secrets: The Spanish government is to release secret service documents on the "dirty war" waged under the previous Socialist administration against Basque militants. Page 2

Lithuanian nuclear plant 'unsafe': Lithuania's nuclear power station at Ignalina is unsafe and should be shut down pending safety improvements, a group of international nuclear experts said. The station supplies 65 per cent of

Six-day opening likely for French banks: France's commercial banks may soon open branches six days a week and introduce more liexible working hours following an overhaul of 60-year-old legislation. Page 2

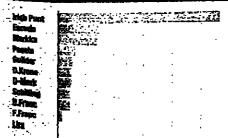
the country's needs. Page 2

TB control 'offers economic benefits': Control of tuberculosis would bring big economic returns as well as health and social beneits, the World Health Organisation says. TB kills an estimated 3m people a year. Page 6

Take regains cross-country title: Ethiopian runner Derartu Tulu narrowly beat Britain's Panla Radcliffe in Turin to win the Women's world cross country title for the second time. Defending champion Getenesh Wami from Ethiopia was third.

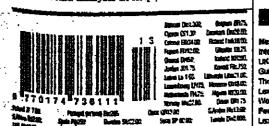
European Monetary System: The Irish punt strengthened its position at the top of the EMS grid last week, while the Italian lira remained under heavy pressure. The Danish trone rose three places in the grid. Currencies,

March 21, 1997



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the system. Most of the currencies are permitted to fluctuate within 15 per cent of agreed central rates against the other members of the mechanism. The exceptions are the D-Mark and the guilder which move in a 2.25

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Pollution

David Buchan, Page 9



UK 'to veto' defence plan

By Caroline Southey in Brussels and Lionel Barber

France and Germany push for closer EU ties

France and Germany will tomorrow launch a fresh initiative for closer co-operation on European Union defence policy, in an effort to reinvigorate the Maastricht treaty review conference.

Backed by Italy, Spain and Belgium, the initiative proposes a phased integration of the EU and the Western European Union (WEU), its fledgling defence policy arm.

Britain is vehemently opposed to the idea and has threatened to veto it. The UK believes EU/WEU integration is impractical because the two do not have the same member-

not WEU members. And the proposal has provoked reservations among those four "neutral" states - Ireland, Finland, Sweden and Austria. Sweden in particular faces a domestic troops and equipment. backlash if it agrees to propos-

als threatening its neutrality. The initiative - described as "politically significant" by a senior EU diplomat - is being unveiled on the 40th anniversary of the Treaty of Rome. EU foreign ministers convene in Rome tomorrow to celebrate the anniversary.

However, senior WEU officials are unenthusiastic about a full-scale merger, which they believe could lead to crossed

lines with Nato, the Atlantic posals tabled at the EU Dublin alliance. The WEU does not have any defence capacity independent of Nato, and would rely on the alliance for

The Franco-German initiative envisages EU leaders signing a protocol at the intergovernmental conference (IGC) committing the union to full integration with the WEU, and it proposes integration should take place in three phases.

In the first phase the EU would be able to call on the WEU to fulfil peacekeeping tasks, including humanitarian operations. This proposal was also included in the IGC prosummit in December

Under the second phase the **European Council of Ministers** would be given the power to set guidelines and define policy for the WEU. Under the third, the two organisations would become fully integrated.

The foreign ministers will also discuss a new text drawn up by the Dutch presidency aimed at narrowing differences at the intergovernmental conference. It covers six areas, and the foreign ministers hope to agree on it at their Amster-

dam summit in June. tional reform, including major-

It's a Cinven fact

ity voting; fundamental rights; justice and home affairs; common foreign and security pol icy; the legal personality of the union; and closer co-operation between countries favouring faster integration.

The concept of closer co-operation" has replaced the earlier term of "flexibility" which provoked opposition among some members who feared it could lead to an elite

grouping within the EU. Before the Rome meeting the ministers convene today in Brussels to consider the EU's involvement in Albania.

Ms Emma Bonino, the European commissioner for humanitarian aid, will warn that no aid can be delivered unless The six areas are: institu- security measures are taken to protect staff and convoys.

Market set for flood of Russian overseas bond issues

By Edward Luce

Russia's Central Asian Republic of Tatarstan is the latest in a lengthening queue of Russian entities to announce plans for forthcoming overseas bond issues.

Russia's cities, autonomous republics and companies are desperate for hard currency and there is a growing appetite for Russian debt on the

world's capital markets. The Russian Federation launched its second international debt offering earlier this month after the success of the first last September, paving the way for a flood of nonsovereign Russian bond issues later this year.

The cities of Moscow and St Petersburg are expected to be among the first to tap the international debt markets in the next few weeks, with eurobonds of between \$300m and \$400m apiece.

Others planning to borrow overseas include Red October, Russia's oldest confectionery group, and the Russian railvay ministry.

The regional government of Sverdlovsk has appointed WestMerchant Bank to lead manage a \$100m eurobond offering, while AO Tatneft, Tatarstan's main oil company, has recommended Dresdner Kleinwort Benson to manage

its issue. Ros Telecom. Russia's long-distance phone company. and Gazprom and Lukoil, the natural resource conglomerates, are thought to be considering dollar bond offerings.

"There is very strong investor appetite for all types of Russian debt," said a syndicate official at WestMerchant Bank in London, "At the moment there are only two international Russian bonds in the market so there is a large gap waiting to be filled." Bond analysts say political uncertainty had delayed the launch of planned bond issues, but President Yeltsin's

Continued on Page 18 Yeltsin faces flak, Page 2 Moscow outsider, Page 16 Editorial Comment, Page 17

ship - four EU countries are Hopes grow for German steel merger

By Peter Norman in Bonn

The likelihood that German steelmaker Krupp Hoesch and rival Thyssen will agree to form a joint steel company increased at the weekend as political and trade union pres-Krupp's hostile bid for Thyssen last week.

But while the chief execupressed on with negotiations, Krupp and its advisers continued preparations to revive the are calculations that a total cash offer to Thyssen shareholders, should the talks fail.

Krupp Hoesch's supervisory board met in Essen on Saturday to discuss the company's next move following the bid of DM435 (\$257) per share rowings required for the bid. launched by Mr Gerhard Cromme, Krupp's chief executive, for the larger Thyssen group. It agreed to meet again on April 2.

By then, the deadline of Thursday March 27, set by Krupp for completion of the talks, will have passed, and Thyssen, whose supervisory board meets on Thursday, to pursue a steel merger. In an interview with a Sun-

Vogel, Thyssen chief executive, said the aim of the negotiations was to form a joint steel company "under the leadership of Thyssen".

Although Krupp bid for the whole of Thyssen, it is thought that it would accept such a

tions were met, because it would achieve about 70 per cent of the synergies expected from the original bid.

However, Krupp has made sufficient credit arrangements to cover the cost of its bid. The sure for an amicable settle- credits would neutralise a ment grew in reaction to potential "polson pill" defence by Thyssen should it decide to use its existing authorisation from shareholders to raise captives of the two companies ital by a nominal DM500m (\$295.8m) by 2001.

Underpinning the Krupp bid takeover of Thyssen could yield synergies worth DM1bn a year and that subsequent disposals of unwanted Krupp and Thyssen holdings would lead to a rapid reduction of the bor-Although the steel talks are shrouded in secrecy, leaked

information points to progress. Mr Georg Bongen, leader of the Thyssen workers' councils, quoted Mr Vogel as saying 'We are going well". Mr Klaus Matthiesen, leader of the Social Democrat MPs in the Düsseldorf parliament and a member of the Krupp supervishould have decided whether sory board, was optimistic after the Saturday meeting. One official close to the talks day newspaper, Mr Dieter said the atmosphere "was very constructive".

Chancellor Helmut Kohl added to pressure for an amicable settlement by calling on the companies to show "social

World stocks, Page 38 | bombing, Report, Page 18 Autor

Palestinians hurl stones at Israeli soldiers yesterday during rioting over Israel's insistence on building a Jewish settlement in Arab east Jerusalem, Israel urged Palestinian leaders to crack down on Hamas, which was respon-

\$11bn European frigate threatened by disagreement

By Bernard Gray in London

Britain, France and Italy will not meet the end-of-March the weapons system for the deadline to resolve their differ- ship, which has proved the ences over the \$11bn Horizon main stumbling block. frigate programme, and are general election on May 1.

party won the election, the programme to produce air siles or aircraft. defence ships for the three navies would have to be re-assessed, possibly as part of Labour's proposed overall defence review, halting any further progress for several months.

However, France may not be ish review since it hadly needs Gaulle, which will enter ser-

by defence ministry officials named "Column II". France, involved.

from all three nations, there however, would settle for a has been no narrowing of differences over the capability of

Differences have centred on unlikely to do so before the UK the capability of the Principal Anti-Air Missile System If the opposition Labour (Paams), which would be used

experience in the Falklands war, wants a system capable of defending against many targets in a wide area, while nies, meanwhile, have little France and Italy would accept incentive to improve the pera more modest system.

prepared to wait for any Brit that the British demands are and avoid the split. excessively sophisticated, par-

system able to beat a simpler 'Column I' scenario. If the two countries cannot

agree, it may be necessary to produce two different versions of Paams. However, this would generate problems of its own since the two variants would increase costs. France and Italy are also concerned that Britain could market its more Britain, conscious of its sophisticated version for export, in competition with the Franco-Italian version.

French and Italian compaformance of their system to France has argued strongly meet British requirements.

British payments to the two escort ships to protect its air- ticularly at a time when countries to pay for earlier craft carrier, Charles de defence budgets are being cut. development work on the mis-Yet Britain insists the system sile system completed by the vice in 2001. As a result, the must be able to defeat a mix- aerospace companies Alenia programme is in danger of col- ture of missiles from different and Aérospatiale will go to the directions simultaneously, in a two countries' treasuries, In spite of intensive efforts scenario which has been code rather than the companies

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Currencies & Money

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opening likely for **French** banks

By Andrew Jack in Paris

France's commercial banks may soon be able to open branches six days a week and to introduce more flexible working hours following a long-awaited overhaul of controversial legislation dating back 60 years.

The leading financial sector unions are expected to announce their reaction today to draft proposals circulated last week by the government. These are designed to replace a ministerial decree issued by the leftwing Front Populaire government m 1937.

The recommendations would preserve the right of every bank worker to take two consecutive days of holiday each week, including Sunday, but introduce the possibility of shift working and extended daily hours to bring the sector in line with labour regulations applying to the rest of the French

The change, endorsed by Mr Jean Arthuis, the finance and economics minister, and Mr Jacques Barrot, the social affairs minister, comes after unions indicated recently a willingness to renegotiate the decree. A previous round of talks on the subject collapsed more than two years ago.

The Association of French Banks has long attacked the existing rules, which it says are uncompetitive because they only apply to the country's banking sector - and even then only to its commercial banks, not to its rivals such as the post office,

savings banks and mutuals. Crédit Lyonnais, the stateowned bank, has managed to negotiate more flexible working bours across its workforce in a derogation from the 1937 decree, and its private-sector rivals Banque Nationale de Paris and Société Géefirale have reached some local accords.

The staff unions have expressed concern in the past few days that the government's latest proposals liberalise working conditions but provide little by way of guarantees or concessions in exchange - all of which would be negotiated by individual discussions between banks and unions.

When they indicated their willingness to modify the 1937 decree, they stressed that they wanted the new version applied to banks outside the commercial sector, and pledges to reduce overall working hours, increase employment and introduce part-time working.

While France is a secular state, the country's unions have helped ensure that Sunday remains a sacred day. when few companies have the possibility of operating. Even the growing use of telephone banking services in the country is limited to six days a week.

The government has indicated that, after consultation, it hopes to finalise a new version of the decree within the next few weeks.

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Six-day Yeltsin flies home into Communist flak

President hopes for long-term economic benefits from summit but his opponents see only betrayal

President Boris Yeltsin faced a chorus of Communist criticism over his Nato policy yesterday after his return from the Helsinki summit, but his more pressing concerns were economic.

Western leaders hailed the two-day meeting between Mr Yeltsin and President Bill Clinton as a breakthrough in Washington's effort to press ahead with Nato's planned eastward expansion without alienating Moscow.

The summit made some prog-

ress towards achieving that goal by offering Moscow increased economic integration with the west to soften the blow of enlargement

That trade-off appeared convinchis formulaic opposition to Nato resistance would not dim Russia's economic co-operation with the over the weekend. The tone was set by Mr Gennady Zyuganov, the Communist chief, who denounced Mr Yeltsin's performance in Helsinki as "a crushing defeat".

The Communist press followed that lead, with Sovietskaya Rossiya describing the summit as "a capitulation by the current traitorous Russian regime before the United States and Nato".

Even Mr Gennady Selezniev, hoping that, in the longer run, the ing to Mr Yeltsin, who stuck to the Communist speaker of partiament, who has been gradually expansion, but made it clear that inching closer to the Kremlin camp, reaffirmed his categorical desire to deepen its political and opposition to Nato expansion. He argued that it would "inevitably west. But the deal infuriated Mr lead to new lines of division in Yeltsin's Communist opponents, Europe and the revival of a psysetting off a wave of criticism chological climate of suspicion and hostility".

But, for the Kremlin, this carping is overshadowed by mounting domestic grievances over months of unpaid wages and pensions. That anger threatens to boil over during a nationwide strike set for Thursday.

There is no quick fix to the economic problems behind this

economic agreements at the summit will pave the way for greater prosperity by bringing Russia in to the world economic commu-

The US presented Moscow with a package of economic support, including a pledge to help Russia join the Paris Club of creditors in 1997, the World Trade Organisation in 1998, and the promise of an Seven industrialised nations in Denver, Colorado.

last year that Russia was a welcome candidate for membership.

collapse of the Soviet Union, and, as market reforms have taken root, Russia has been making progress towards WTO accession. Moreover, despite the amicable

mood of the summit, the US made it clear that Russia was not being their impact on Moscow's political offered a free ticket to join the mood. world economy's most important clubs. Instead, their joint statement stipulated that Russia would expanded role for Russia at the be brought in on commercial next meeting of the Group of conditions generally applicable to ling US. Even though the promises newly acceding members".

That message was further None of these initiatives is new. underscored by Japan, one of the he now thinks they are worth Paris Club officials announced most powerful G7 members. Mr having could speed up Russia's Ryutaro Hashimoto, the prime own efforts to join the world minister, made it clear yesterday week's protest, but Mr Yeltsin is the country's role in the G7 has that Tokyo would not allow the Editorial comment, Page 17

been steadily expanding since the effort to soothe Russia's wounded ego through greater G7 participation to jeopardise the organisa-

tion's work. Despite these constraints, the economic promises of the summit could be important, especially in

As the summit concluded, Mr Yeitsin seemed genuinely convinced that he had won economic backing from a previously grudghe was given have been on the table for some time, the fact that

Fur flies

Lithuanian N-plant unsafe, say experts

in London and Matthew Kaminski

Lithuania's nuclear power station at Ignalina is unsafe and should be shut down pending urgent safety improvements, a group of tainment usual in western international nuclear experts has told the country's government.

The two 1,500MW reactors at Ignalina are the largest Chernobyl-style RBMK reactors ever built. They produce more than 80 per cent of the electricity generated in Lithuania, and supply 65 per cent of the nation's needs.

Unit 1 is due to be shut down for normal maintenance in the next week or so and the international experts do not want it restarted until \$130m is spent improving its safety. A spent on Unit 2 which is due for periodic shutdown later

In the event of an accident, say the experts, the release of radioactivity could be "large" because Ignalina's reactor core lacks the conreactors. Such a lack exacerbated the disaster at Chernobyl, scene of the world's worst nuclear accident when the core of reactor No. 4 melted in April 1986 and radioactivity escaped freely into the atmosphere. The experts are critical of

Ignalina's management who they consider lack the necessary "safety culture" to operate a nuclear plant properly. "Existing emergency pro-

cedures are not of sufficient detail or practised sufficiently that a high degree of



to operator actions which may be necessary to recover Safety Account, a fund set from potential accident situations," the say.

of the first joint east-west study into the safety of Russian reactors. It cost confidence may be attributed Ecu8.8m (\$10m) and was

paid for by the Nuclear up initially by the Group of Seven leading industrialised Their report is the product countries, but now augmented by contributions from other countries.

It is due to be published

energy needs.

Development which adminis-Lithuanian officials claim ters the Account. It is seen safety has already been as a landmark in that it pro- improved. The Swedish nuclear authority in the past vides a model for how to conduct the east-west dia- five years provided extensive

logue over nuclear safety Ignalina is in much better However, the demand by shape than most Russian the group of international reactors," Mr Bielauskas safety experts for Ignalina's said. "If anyone finds a reaclosure is controversial in son why it is really danger-Vilnius, which regards its ous to operate, we will close nuclear sector as vital in it immediately. But now meeting the country's there's not enough proof."

Mr Vitautas Bielauskas. head of the nuclear energy department at Lithuania's energy ministry, said the government was aware of Union, mainly in Russia. the expert report but that it would not close either reactor. Instead. Lithuania goatom the utility that oper "accepts practically all the ates most of Russia's civilian

The expert report could have implications for the early closure of 11 RBMK tion in the former Soviet Professor Armen Abagyan, vice president of Rosener recommendations" for nuclear facilities, was a improving safety made in member of the study and today by the European Bank the report and will look for endorsed its findings.

over call Lenin

Some Russian scientists have joined a feroclous campaign to keep Lenin in his (i) mausoleum in Red Square claiming the preservation of his embalmed body 73 years after his death ranks as one of the country's finest technical achievements

Mr Yuri Denisov-Nikolsky. deputy director of a Russian medical institute, said burying Lenin would be a 'thoughtless loss" to world science irrespective of its political significance. "There is no other exam-

ple in world history of such a unique object being reliably preserved for so long." he said. The debate about what to

do with Lenin's remains was renewed earlier this month when President Boris Yeltsin suggested it was time to bury the Bolshevik leader alongside his mother in St Petersburg.

But Russia's Communistdominated parliament last week reacted with outrage to the idea, supporting s. motion to prevent "this act of vandalism" by a majority_ of 215 votes to 11.

The vote has no practical significance given that & quorum of MPs was not resent in parliament, bu the row highlights just how raw an issue Russia's tumul tuous history remains.

Mr Victor Annilov, the leader of one of Russia's most hardline Communist groups, vowed he would per sonally stand outside the mausoleum and shoot any one who attempted to remove Lenin's body.

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More moderate Commu nists argue that the mauso leum is one of Unesco's site: of cultural importance and cannot be demolished.

Lenin's mansoleum, buil in 1980, has become a shrine to generations of Commu nists and one of the world': more ghoulish touris attractions for millions o foreign visitors. Simila monuments were built for the prominent Communis leaders of other countries such as Bulgaria, Czechoslo vakia, Angola and Vietnam Strangely, the decision to

embaim Lenin and keep hi body on view after his deati in 1924 owed much to the Orthodox Russian belie that the remains of saint never decomposed.

Thus, the Bolshevik who five years earlier in a noisy campaign of blas as sham the relics of Ortho dox saints, created a holy relic of their own," wrot Richard Pipes in his histor of the Bolshevik regime.

Russia's present-day Com munist leaders claim th majority of their country men would be appalled b the decision to remove Len in in's body. But their asser tion contradicted a stray poll conducted by the Mos kovsky Komsomolets news paper in which 216 of 28 paper in wines respondents supported th idea of a swift burial.

Its readers suggested host of alternative uses fo the mansoleum, a sous building in the shadow c the Kremlin which onc served as the reviewin stand for the Soviet Commi nist party leadership.

One reader suggested i should be turned into museum of the history o totalitarianism; another pro posed erecting a cross in it place to commemorate th victims of communism.

There have been also been suggestions to bury th remains of Lenin and Nicho las 11, Russia's murdere last Tsar, on the same da in a final act of historics reconciliation.

Madrid opens Bar on the way for secrets telecom entry lifted

The Spanish government is party government, which to fix a low telephone inter- appointed Mr Villalonga last Spain's connection fee in order to summer shortly after it took allow Retevision, its planned office, sold the remaining 21 second telecoms operator, to per cent it owned in Telefoncompete aggressively in the ica in February, raising under the previous Socialist national operator. Telefon-

A 15-day pre-selection period for Retevision, the state-owned television transmitter company, will begin next week, and candidates will subsequently have two months in which to prepare bids for 60 per cent of the company's equity.

Retevisión will have to pay Telefónica an average Pta5.23 (\$0.036) per minute for the use of its lines, which is less than the amount it is seeking. Telefónica will be compensated by increased subscription fees and charges representing increased earnings of some Pta50bn (\$350m).

Mr Rafael Arias-Salgado, the development minister, who is in charge of deregulating the telecoms sector has set a minimum price of Pta45.6bn for the government's Retevisión equity and wants the company to deliver services before the end of the year.

The government expects France Télécom, Deutsche Telekom and Italy's telecoms holding company Stet to declare themselves candidates and that the eventual bidding groups will include Banco Central Hispano, Endesa, the government-controlled power group and Renfe, the national railway company, which has an extensive optic fibre net-

Telefônica is still protesting at the government's plans. Mr Juan Villalonga, its chairman, publicly scorns the idea of ending the monopoly by using Retevi-

"Retevisión's assets don't amount to much," he says. of the market because they "Anyone who wants to enter the Spanish market would do better to wait until December 1998 when the sector is completely deregulated. I said as much to the

chairman of Deutsche Tele-"Villalonga wants the whole telecoms cake, but what is good for Telefónica is not necessarily good for Spain," says Mr Arias-Salgado. "His job is to lift share value, mine is to increase

competition." The clash between the minister and Telefónica's boss reflects the conflicts of interest that arise when privatisation is swiftly followed

The centre-right Popular compete."

than the receipts of any pre-

vious domestic privatisation. For Mr Arias-Salgado the launch of Retevision is part of a determined strategy to force down telephone charges that have remained high thanks to Telfónica's privileged position.

"All our trading partners have lower tariffs and some

Government is pressing ahead but its plans are being fought by Telefónica, writes Tom Burns

ones," he says. He is seeking a drop of up to 20 per cent in the cost of telephone calls. At the end of 1998 the domestic market will be wholly deregulated along with the rest of the European Union market, Mr Arias-Salgado believes that unless a second national operator is up and running

have considerably lower

before then, new telecoms companies entering Spain will compete against each other only in niche, value added businesses, leaving the bulk of the market to Telefónica. "The rational way to introduce competition," he says, "is to encourage a second operator. Monopolies, like

Telefónica, naturally prefer a brusque and rapid opening can defend themselves better when the market is opened indiscriminately." In order to sweeten the pill

for Telefónica, Mr Arias-Salgado is prepared to increase the monthly subscription charge for telephone users and, in a first move towards rebalancing tariffs that are heavily weighted towards local calls, he will allow inner city charges to rise

But he is adamant that from the intelligence serinterconnection fees paid to Telefónica must be kept low to kick-start Retevisión with aggressive pricing possibilities. "I want to ensure the success of Retevision and that means allowing it to

'dirty war'

government is to release secret service documents on the "dirty war" waged Basque militants.

The long-awaited decision ending a two-year legal battle, means the documents can now be used as evidence in court cases investigating the covert counter-terrorist campaign, carried out across the French border between 1983 and 1987.

The government drew heavy criticism last August when it stood by the Socialists' position and refused to hand over the documents on security grounds. Its stance reflected strong

pressure from the defence establishment, worried about setting a precedent and losing the trust of Nato intelligence services. However, Mr José Maria

Aznar, prime minister, made clear the government was prepared to let the Supreme Court decide the issue. A new official secrets law is being prepared to avoid similar clashes in future. After four days of deliber-

ations, the court on Saturday ordered the release of most of the papers. They are sought by three judges investigating some of the roughly 25 murders attributed to the so-called Gal organisation. Their content Spain's judicial system being notoriously leaky has already been published in the national press.

How much they contribute to determining the level of political involvement in Gal is questionable. One note insinuates that Mr Felipe González, the former premier, might have known about a case of faked evidence. In another, an intelligence chief's handwritten annotation is construed by some as implying consultation with the prime minister over the imminent start of

Gal's actions. The Supreme Court voted last November against calling Mr González to answer allegations stemming from an inquiry into Gal's first kidnapping. But a series of related cases is expected to bring renewed accusations of top-level involvement.

The court ordered the declassification of 13 papers vice, but accepted there were security reasons for not releasing three others, including one touching on suggested collaboration with criminal groups. The | in eastern Europe, and there is concern that government denied the existence of four further items. be felt as a severe cultural and psychological



President Constantinescu says Romania is contributing to European security and is

Romania leader seeks to bury old enmities

President Constantinescu tells Anatol Lieven about his ambitions for his country

in Romania from this week, according to a new law forming part of a range of radical reforms, including measures to encourage foreign investment, initiated by the coalition which took power after elections last November.

'serving as a pillar of stability in this region"

The country's president, Mr Emil Constantinescu, says the significance of this step is much more than just economic. It marks a continuation of an "historic solving of interethnic conflict, involving the confidence of the national minorities in the state and the creation of a new ecumenical spirit among all Romanians," he told the Financial Times. Nationalist politicians had opposed the

law, arguing that companies from Hungary, Romania's traditional rival, would use the right to own land in order to strengthen the position of the Hungarian minority in Romania. Mr Constantinescu, who became chancel-

lor of Bucharest University after the 1989 revolution, has long fought to promote ethnic harmony. But he also hopes this move will have a positive impact on western governments in the run-up to the Nato summit in Madrid in July. Romania is passionately anxious to be invited to join in the first round of new members of Nato, along with Hungary, Poland and the Czech Republic. Recent opinion polls have shown more

favour of joining Nato, which is also seen as an essential stepping stone on the way to the European Union. Privately, many government officials acknowledge that their chances are slim. But Romanians like to think of themselves as an island of western and Latin civilisation

perceived rejection by the west in Nato will

oreigners will be allowed to own land blow, even if, as last week's US-Russian summit has made clear, the door to future membership will stay open. Rapprochement with Hungary, and moves

to a solution of border disputes with neighbouring Ukraine, are important in this context because, according to President Constantinescu, they demonstrate that Romanians are capable of "transcending centuries of dramatic and bloody conflict" with Hungarians.

Rather than requiring security from Nato. be argues, Romania is itself contributing to European security and is "serving as a pillar of stability in this region". In the president's rather bitter words: "It is obvious to us that Nato will not take in countries that need security, only those which bring it."

It is also obvious that Romania's inclusion among the new Nato members would be a significant domestic political boost for Mr Constantinescu's administration and would help it keep public support in the face of increased hardships resulting from his He may not have much time: the consen-

sus of western investment bankers and other

observers is that the new administration has to put reforms on a really solid footing and achieve some visible results by the end of this year. Otherwise, growing poverty, splits in the coalition, and an opposition counterthan 90 per cent of the population is in attack could combine to sweep them away. Mr Constantinescu said that his administration, with International Monetary Fund advice, had planned price liberalisation in such a way that inflation should peak at around 100 per cent in July - when the hot

weather will mean that population is less affected by the need to buy fuel and vegetables are cheaper. He believes it should then decline to around 30 per cent at the end of

Germany's confidence in Emu grows

By Ralph Atkins in Borin

German businesses have become significantly more confident in the past 16 months that a European single currency will start on ime in January 1999. But fewer than a quarter have begun preparations for its introduction, according to a study today.

A survey of 25,000 companies by the German chambers of industry and commerce (DIHT) showed 65 per cent believe it "probable" that the last stage of European economic and monetary union will begin in 1999. That compared with 24 per cent in autumn 1995.

The DIHT said businesses were taking increasingly seriopsly" the determination of politicians to meet the timetable for the new Euro

The results come despite uncertainty whether the German government Will, despite strenuous efforts.

for the public sector deficits of European Union members participating in Emu.

However, the survey showed only 21 per cent of on time. One reason might businesses said they had be that, with uncertainty begun preparations con-remaining, companies are employing less than 20 nected with the euro's intro-worried about making people are particularly badly

minister, yesterday provoked union hostility after warning of possible further cuts in social spending to help Germany meet the Maastricht criteria for ecospending to help Germany meet mies.
the Maastricht criteria for economic and monetary union, Peter not to raise taxes to meet the cri-Norman reports from Bonn. Mr Roland Issen, leader of the

white collar workers' union DAG, said German trade unionists would only accept the single currency "provided they did not have to pay the entry fee to the euro-club through still higher unemployment or new social welfare cuts". Mr Issen was responding to strong support from Chancellor cuts". Mr Issen was responding to an interview published in today's issue of Der Spiegel, the news magazine, in which Mr Waigel (pictured left) warned that he would take additional steps if necessary for Germany to meet the criterion of 3 per cent of gross

Mr Theo Waigel, Bonn finance domestic product for its public deficit this year. The minister singled out income support as the first priority in any list of econo-

teria, although he did not rule this out. He reaffirmed his sup-

strong support from Chancellor Helmut Kohl. "There can be no question of a delay," the chancellor told Welt am Sonntag, the Sunday newspaper. "The question is not whether Emn is coming, but what we can and must do to make it begin on time."

prepared, it notes. Credit The DIHT warns that the institutes and hanks are best "calmness" of businesses set. The survey shows 50 per could hold risks for the econcent of businesses believe omy and individual enterthat launching the single prises. Small businesses currency in January 1999 is "desirable" - up from 36 per cent in autumn 1995.

Support for currency sta-bility was likely to have been boosted by the turbulence on world markets in 1995, which contributed to a economic growth pause in the following year. However many businesses feared a "soft" currency compared with the D-Mark, or that emu would intensify interna-

tional competition. Scepticism was greatest in the building industry where only 34 per cent believed a single currency in 1999 was desirable and 48 per cent believed it was "undesirable"

In the banking sector, more than 90 per cent of credit institutes believed the January 1999 start date was "probable" and more than 80 per cent believed it desir-

Overall, the proportion of businesses describing the introduction of Emu in January 1999 as both probable and desirable had risen from 9 per cent in autumn 1995 to 39 per cent in the latest sur-

By Nancy Dunne in Washington and Guy de Jonquières in London Talks between the US and the European Union resume in Brussels today, aimed at averting a damaging con-frontation in the World court system. Trade Organisation over US legislation designed to penal-

set to resume

Cuba talks

ise foreigners who invest in property in Cuba once owned by American citizens. The talks, between Mr Stuart Eizenstat, US undersecretary of commerce for international trade and Sir Leon Brittan, EU trade comowned by Americans. missioner, will seek a settle-

ment of the transatlantic president's flexibility to row over the US Helms-Bur- waive this provision is limton law. Many of the US's trading partners, particularly Canada, Mexico and pretive guidelines which the EU, have attacked it on the grounds that it attempts the provision.

to impose US law extra-terri-The EU is challenging the law in the WTO, which has set up a disputes panel to decide whether it violates world trade rules. But the US is refusing to co-operate with the panel and has threatened to ignore an eventual ruling - a step which could undermine the authority of the WTO's disoutes settlement procedures.

The US says the Helms-Burton law is exempt from WTO rules because it is a national security and foreign policy issue, not a trade mat-Several congressmen last week urged the US to with-

> The EU also wants European companies protected from the US D'Amato act, which penalises investors in the energy industries of Iran

Talks are focusing on the

Belarus pro-democracy Greek opposition opts

By Metthew Kaminski

for more civic and human rights after Mr Lukashenko in November put in a puppet

ised referendum.

The former collective farm boss, who won democratic elections in 1994, has ignored extending his term in office and limiting free speech.

Mr Lukashenko has also pushed for closer ties - possibly reunion - with Russia, a popular policy in a provincial and isolated nation. His this month that reunion was

A series of demonstrations recently despite new restrictions on popular rallies, indicating the nationalist Poland, has been agitating wing has not given up. But the groups cannot claim a broad popular mandate.

A leader of the Belarus legislature and won sweep- Popular Front, the party Navy.

was arrested this month. along with several other activists. The head of BNF last year got political asylum

duction - a result the DIHT

describes as "astonishing"

given the widespread expec-

tation that Emu would start

Mr Peter Byrne, head of the Soros Foundation in Belarus, one of the financier George Soros' philanthropic ventures in eastern Europe, last week was not allowed back into the country. The tion.

ships arrived in Ukraine vesterday for a friendly visit, AP reports from Odessa. Seven ships from the Standing Naval Force Mediterranean docked at the Black Sea port of Odessa,

Greece's

Mr Costas Karamanlis, a · A flotilla of Nato warflias, a former economy min-

Mr Karamanlis has never

and served for more than 20 years as prime minister and then president.

The choice of a young, untested politician as leader reflects a mood of despera tion in New Democracy following months of bitter infighting triggered by an election defeat last October. The conservatives have won

The October defeat was seen as disastrous for the conservatives because Greece's business community for the first time backed the governing Panhellenic Socialist Movement as the party more likely to reduce inflation and create a stable investment climate.

Moderate conservatives felt uncomfortable with New the outgoing leader, into a rightwing populist party promoting a strong state role in the economy and a

Mr Karamanlis was put forward as a candidate for leader by one of Mr Evert's lieutenants and captured votes from his supporters in the run-off ballot. He pledged to reunite New Democracy in his acceptance

The voungest ever leader achievements, included restoring democracy in 1974 after the collapse of the colonels' dictathen-European Community

Wherever you look on the net, you'll find HP. While many companies are buzzing with words like "intranet" and "electronic commerce," as if these technologies had just come down the runway, we've been busy building one of the world's largest intranets for our employees, and - with the help of our partners - provided the first secure trading for banks on the net. So, here's how to replace buzz on the net with doing business via your website. Get the information access you want. At http://www.hp.com/go/computing/

pro-democracy demonstration in Belarus yesterday became violent as international rebukes, in the US. protesters kept up pressure on President Alexander An estimated 10,000 people marched through Minsk, the capital, carrying nationalist flags and slogans denounc-

ing Mr Lukashenko's authoritarian policies, before violent incidents broke out and police moved in with trun- possible. A small nationalist constit- have been held in Minsk uency in Belerus, a Slavic country of 10.7m people wedged between Russia and

ing powers in a widely critic- which organises the rallies,

Kremlin counterpart. Mr authorities said the founda-Boris Yeltsin, said earlier tion supported the opposi-

> where they were met by the flagship of the Ukrainian

protests turn to violence for young Karamanlis founded New Democracy under Mr Miltiades Evert.

By Kerin Hope in Athens

unnecessary investment.

opposition conservative party, New Democracy, rejected three experienced candidates and chose a 40-year-old backbencher from a renowned political dynasty as its new leader at a congress held over the weekend,

deputy for the northern city only one election in 15 of Thessaloniki, won 69 per cent of delegates' votes in a ballot on Friday night. He defeated Mr Giorgios Souister backed by the party's reformist wing.

held a government post and keeps a low profile in parliament. But he has the same name as his uncle Constantine, Greece's most successful post-war politician, who Democracy's transformation

nationalist foreign policy.

of a mainstream Greek party will find it difficult to live up to his uncle's tinue waiving Title III of the law - which authorises priforeign companies "trafficktorship and and securing ing" in Cuban assets - pro-Greek membership of the vided European govern-

foreign policy.

vate US court cases against

democracy. The EU accepts there is little more the president can do to water down this part of the law. Brussels believes it is unlikely ever to take effect, if only because it could unleash a deluge of private court cases which would overwhelm the US

The search for compromise is now focusing on Title IV of the law, which requires the US to deny visas to executives, directors and big shareholders - and their families - of companies found to be using expropriated Cuban property once

Both sides accept that the ited. The EU is nonetheless urging the US to issue interwould in practice exempt European companies from

Officials of only two companies, Sherritt International of Canada and Grupo Domos of Mexico, have been subjected to the provision so far. The US recently warned nications company, that its executives also risked losing their visas, though a US official said Stet had not yet met the "fairly exacting standards" set by the provi-

EU officials said applica tion of the law to Stet could undermine chances of a settlement with the US and warned that it would be difficult to conclude a deal until the Italian company's situa-

draw from the WTO if the tion was clarified. panel ruled against its right to use sanctions in pursuit of The EU is pressing the US to go beyond President Bill Clinton's promise to conand Libya.

possibility of President Clinton granting them a multilateral waiver on the grounds that Europe had taken serious steps to halt ments keep pressure on arms proliferation and ter-Cubs to move towards rorism.

Mexico pressed on election-monitoring

By Leslie Crawford in Mexico City

Mexican foreign embroiled in a row over its attempts to block the donation of European Union funds to independent election-monitoring groups in

Mr José Angel Gurria, foreign minister, is understood to have put pressure on about the foreign ministry's Brussels to withdraw a \$400,000 grant for the Mexi- funding of monitoring can Academy of Human groups," Mr Emilio Zebadúa, Rights, a group of academics, lawyers and activists sellors who wrote to Mr Gurwho want to monitor elections in July that will include the renewal of Congress and the first election for a mayor for Mexico City.

The academy's protests to the foreign minister, led by Mr Oscar González Cesar, a former ambassador to the United Nations, have gone

pean MPs are pressing the nature. It sets a dangerous explain the sudden cancellation of the grant. In Mexico, the Federal Electoral Institute (IFE), in charge of organising elections, has written to Mr Gurria expressing concern.

A foreign ministry spokesthe issue.

"We are very worried opposition to the external one of the seven IFE counria, said yesterday. "It is perfectly legal for these groups to seek foreign aid, and it is in our interests to encourage the fullest participation of independent observers to guarantee that the elections will be clean and fair. We are concerned that the stance adopted by the foreign ministry is political in

European Commission to precedent," said Mr Zebadúa. Mr González César, president of the Mexican Academy of Human Rights, said the EU had approved the \$400,000 grant in December.

"This was to be our second project with the EU." he explained. "The funds would have enabled us to supervise the campaign expenditures of political parties during the elections. He said the Mexican gov-

ernment had made considerable efforts to eliminate fraud at the ballot box but controversy remained over the use of undeclared funds by the ruling Institutional Revolutionary Party (PRI) to secure election victories. "Mexicans have a bitter experience with regard to the government's use of secret funds to maintain power. It has cast a dark

DIALOGUE TO SAVE HUMAN SIVES! DIAIOGUER POUR SAUVER DES VIES SUMA through the streets of 12 対 に言言しあるう Demonstrators march through the streets of Lima demanding renewed efforts to resolve the hostage crisis which has now embred its fourth munth aptive audience for hostage experts Sally Bowen on an attempt by those involved in the embrace is not an

ALOGAR PARA SALVAR VIDAS

unusual sight in Latin America. But when an exformer hostage meet after 17 vears it is a rare moment.

Mr Rosemberg Pahón led the M-19 Colombian guerrilla attack on the Dominican Republic embassy in Bogotá in February 1980: the 61-day hostage-taking siege was a record in Latin America until the current hostage crisis in Peru, now in its fourth month. Mr Geraldo do Nascimento e Silva, an expert in international law, was one of 15 ambassadors held for two months by Mr Pabón.

Their bizarre display of camaraderie occurred during a seminar organised last week in Lima by a local university and a domestic television channel.

Criticised by some politicians inside Peru, the seminar's objective was to throw light on the situation inside the Japanese ambassador's residence on the other side of town, where Tupac Amaru Revolutionary Movement (MRTA) guerrillas hold 72 captives.

Former hostage and hostage-taker bore no ill-will. Rather, their message was that the two-month Bogotá siege was fruitful. Mr Nascimento e Silva, then Brazilian ambassador to Colombia, said he was "far from angry

1980 Bogotá siege to shed light on the Lima crisis

release of selected MRTA

Colombian and Peruvian

governments, Cuba appeared

to be the best option for the

But there are also signifi-

cant differences. In the

Bogotá siege, the then presi-

"safe haven" solution.

prisoner," he said.

"On the contrary, it was the most positive thing that Alberto Fujimori vowed he has happened to me on a personal level. I learned a lot an armed group which about myself," he said.

Refuting the so-called Stockholm syndrome which posits that captives come to admire and identify with their captors - Mr Nas-cimento e Silva said: "I started and ended a rightwing reactionary, Pabon an ultra-leftist. But I realised that they were right about many things, and they learned from us too."

Although the Bogotá incident ended peacefully with no release of M-19 prisoners or formal ransom payment, Mr Pahón claims it "cansed Colombians to reflect profoundly, to see that there were serious defects in the pretty democratic picture which they were being sold". In 1991, a Colombian constituent assembly de-criminalised the guerrillas so that they could stand for election. "It took us 11 years, but you construct peace by constant dialogue and negotiation,"

he said.

dent of Colombia, Mr Julio Negotiation has been Cesar Turbay, kept his disscarce in the Peruvian crisis. tance, using foreign ministry In his first public statement officials to negotiate with four days after the December guerrillas "so as not to give

or resentful" at having been 17 MRTA storming of the the guerrillas status... so as not to magnify the spectacle," as he explained later. dence, Peru's President Communication in Bogotá got under way almost immewould never negotiate with diately. In Lima, Mr Fujiemployed terror tactics. mori has played a prominent World leaders applauded his role, the government chose a tough stance. It seems not to minister as "interlocutor" and eight weeks passed have altered. Last week Mr before official talks began. Fujimori denied Japanese By this time, positions were newspaper reports that he might be considering the entrenched.

> preliminary conversations prisoners. "There will be no freedom, not even for one two weeks ago (when it was revealed that Peruvian secu-There are several parallels rity forces were digging a between the Bogotá and tunnel to the residence), the Lima Incidents. Both served burden of negotiation has fallen upon the so-called to give international promiguarantors. Obliged to nence to a largely ignored local guerrilla group; both assume the role of mediagroups stormed embassy restors. Mr Anthony Vincent. idences during diplomatic the Canadian ambassador. receptions, bagging promiand Peru's Archbishop Juan nent guests as hostages; and both called for the release of Luis Cipriani are now talking to both sides sepajailed colleagues. For the rately.

Since the breakdown of

Meanwhile, pressure from Japan to accelerate negotiations is increasing. This week's visit by Mr Masabiko Komura, deputy foreign minister, to Lima, Cuba and the Dominican Republic (for talks on asylum offers) underlines the domestic political importance of the Lima hostage-taking Japa-

nese officials in Lima say Mr

econent could fall if the crisis is not satisfactorily

The most likely solution seems to hinge on improvement in Peruvian prison conditions. This was stressed by Ms Otilia Compos de Polay. mother of the MRTA's founder leader Mr Victor Polary and in the audience at this week's seminar.

Mr Polay is serving a life sentence for terrorism in the high-security jail at the Callao navat base outside Lima. His cell is in the same purpose-built facility as that of Mr Abimael Guzman, founder of the notorious Sendero Lumineso, or Shining Path, Maoist guerrilla group. Ms Campos called the dark, 2m sq cell "a tomb" and the tough regime "sadis tic and intrument.

A smartly dressed, well educated 69-year-old from a family brought up in the Latin American tradition of leftist struggie, his Campos insisted her son "never used unnecessary force". She accepted resignedly that Mr Fujimori would not free him. negotiating skills of [hostage-taker] Nestor Cerps.

"If he can negotiate for more humane conditions in line with the international treaties Peru has signed, he will have achieved a lot."

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Hollywood spends 20% more on advertising

By Christopher Parkes in Los Angeles

Hollywood spent the equivalent of 30 per cent of domestic box office revenues on promoting its films in the US last year.

The 20 per cent surge in advertising spending to \$1.68bn was the most spectacular peak reached in a year when the industry broke all domestic records. Admissions rose 6 per cent to 1.34bn and ticket revenues increased almost 8 per cent to \$5.9bn. But the sharpest rises were recorded in costs as production spending per film rose 9.5 per cent to an average \$40m, according to the Motion Picture Association of America.

Actors' pay increased 12 per cent. the Screen Actors Guild said at the weekend. While pay for television work was 10 per cent higher, income from film roles jumped by more than 20 per cent.

Competition between cinema chains kept the price of the average ticket at \$4.40, a 1.5 per cent increase well below the general rate

According to the Competitive Media Reporting monitoring service, Walt Disney was the top spender on advertising, with a total bill of more than \$450m divided between its Buena Vista and Miramax sub- to domestic revenues.

20th Century Fox, the News Corporation subsidiary, which equalled the \$12m average outlay per film of Disney's Buena Vista division. The Competitive Media figures, which exclude other promotional efforts such as trailers, events and giveaways, showed more than a third of studio advertising budgets were spent on television commercials. Last year's 35 per cent increase in billings

in this sector was sparked by a months long promotion for Fox's Independence Day, which grossed more than \$300m in the US. However, TV is an increasingly important means for studies to reach people who may not go to the cinema, but who buy or rent video versions of films and spend money on the consumer products increasingly associated with hit movies.

Heavy domestic promotion is also considered a vital element in global marketing plans on the principle that a film which fails to make a splash in the US is unlikely to rosper abroad.

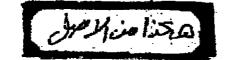
Although the Motion Picture Association of America, the industry's main lobby group, does not monitor foreign box office sales, it estimates they are now approximately equal

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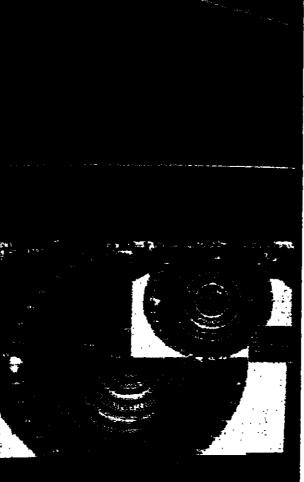
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Nutrition

for Düsseldorf

Dusseldorf airport, which was badly destroyed by fire in

April last year. More than 10 companies are understood to have expressed interest in rebuilding and Expanding the

international airport which, prior to the life, ranked number two in Germany behind Frankfort. They tooleds

Hochtief, the construction company. As estimated 1965bn (\$1.1bn) investment would be needed units a plantary upgrade that would increase passenger is makers from 15m a year to 22m as well as modernising buildings and

The government of North Rhine-Westpha

sell to the private sector its 50 per cent share in

appears

By Michela Wrong in Nairobi

Determined to scotch rumours that his advancing prostate cancer had killed him. Zaire's President Mobutu Sese Seko yesterday appeared in public for the first time since returning home from France last Health week. But his one-minute speech and exhausted appearance did little to allay the growing sense of pamic in Kinshasa, the capital, where foreign nationals are preparing to be evacuated by US, French and Belgian

"I have returned not to devote myself to Mobutu's interests nor to Mobutu's fortune . but to the higher interests of Zaire, that is to say our unity and our territorial integrity," Mr Mobutu told journalists at the military Camp Tshatshi before talks with Mr Thabo Mbeki, South Africa's deputy presi-

Looking tired and thin, the 66-year-old president gave no hint as to what approach he intended to discuss with Mr Mbeki, who is leading South African efforts to sponsor a peace deal between the regime and rebels now in control of nearly a third of Zaire.

Mr Mbeki's trip to Kinshasa comes as western powers step up pressure on both sides in the war to negotiate. The hope was that having won control of Kisangani, Zaire's third largest city, the rebels could be persuaded to halt their advance rather than overstretch their supply lines.

But such hopes seemed futile on Saturday when Mr Laurent Kabila, leader of the Alliance of Democratic glad to show his face at any Forces for the Liberation of Congo-Zaire (ADFL), rejected Mr Mobutu's call for a truce and the establishment of a national council to find a way out of the cri-

Addressing a 5,000-strong rally in Kisangani he told Mr Mohamed Sahnoun, the visiting United Nations envoy, negotiations would have to precede a ceasefire, not the other way round.

"Gunfire is the only language Mobutu understands," he said.

The rebels now claim to Zaire's second city Lubumbashi and 100 km from the diamond capital of Mbuji-Mayi. As they extend their advance, a military coup by generals exasperated by both Mr Mobutu and his prime minister, Mr Kengo Wa Dondo, is increasingly likely.

Preparations by the US, France and Belgium to evacuate their nationals yesterday highlighted the fact that foreign governments now regard a breakdown in law and order - whether in the form of a coup or an outbreak of army looting - as

Action on TB would bring big in public economic returns, says WHO

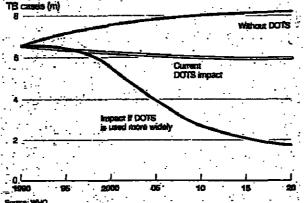
By Clive Cookson. Science Editor

Effective tuberculosis control programmes would bring huge economic returns as well as health and social benefits, according to a report released by the World Organisation today, World TB day.

Tuberculosis kills an estimated 3m people a year more than any other infectious illness. The first detailed eco-

nomic study of TB treatment has been carried out for WHO in India, where about 30 per cent of the world's tuberculosis cases occur. It shows that, if the Indian government spent \$200m a year on an effective control programme, the tangible benefits to the economy would be worth at least \$750m a year – and might be much greater.

Comparable benefits for the world as a whole would run to billions of dollars a year and could exceed \$20bn a year, says Dr Joel Almeida. medical officer at the WHO giobal TB programme, who TB worldwide: DOTS can turn the tide



with Professor Ravindra Dholakia and colleagues at the Indian Institute of Management, Ahmedabad.

A similar study, soon to be published for Thailand, will show a larger benefit per patient there than in India because average income is higher, Dr Almeida says. The same would apply to other rapidly industrialising Asian countries such as China and Indonesia, which

carried out the Indian study account between them for over 40 per cent of the WHO's recommended con-

trol strategy is DOTS (directly observed treatment short-course). This requires each patient to take a combined dose of four powerful antibiotics every day (or on alternate days) for six to eight months. The main feature of DOTS

is that a health worker director of the WHO global observes the patient swal- TB programme, says there is per cent.

lowing every dose and moni- clear evidence even 10 per tors his or her progress until the disease is cured.

This strict supervision is a striking contrast to what happens today in India and know that if we use DOTS many other developing countries, doctors prescribe antibiotics in a haphazard way and they make little effort to ensure that the patients take the whole course. As a result, people stop taking the drugs when they feel better but before the TB bacillus bas been eliminated from

Then, after a while, the in a drug-resistant form more difficult to treat. At present DOTS is used

for no more than 10 per cent of the world's TB patients, although the latest WHO statistics show that it is far more effective than other It typically achieves cure

rates of 80 to 90 per cent, compared with about 40 per cent for unsupervised treat-

Indeed Dr Arata Kochi.

cent use of DOTS has led to a levelling off of the worldwide TB epidemic after decades of growth. "We now more widely, we can send

the epidemic into decline

and can save many millions

of lives in the next 10 years," he says. The WHO's target is to raise the DOTS treatment rate from one in 10 to seven in 10 patients worldwide. That could balve the number

total of new TB cases, Dr Kochi says. The world's governments and aid agencies would need to spend an additional \$500m a year to achieve a 70 per cent DOTS treatment rate, says Dr Almeida - an insignificant amount compared with the projected economic gains from having millions of people working healthily instead of sickening or dying from TB. The Indian study shows economic benefits

would justify spending as much as \$750m a year on TB control in India, assuming a "discount rate" as high as 16

Details of terms being sought by the state given milited have not been disclosed but the fire - which filled its has substantially reduced the sale price. Polymous furnes swept through the sirport after welding sparks started a fire that burnt plastic cable insulation. Fingulation Düsseldof is jointly owned by North Rhine Westphale and the Düsseldorf city authority.

Some 500 tonnes of Toblerone, Switzerland's best known chocolate bar, are being recalled after a routine check revealed the presence of illegal genetically altered soybeans. Kraft-Jacobs-Suchard, part of Philip Murits, the US food glant, said it had been assured by its Germa supplier that the lecithin it used in manufactoring.

Toblerone was free of genetically altered soybeans.

However, government food inspectors in Beine frein traces of genetically altered soyabeans in a truting check of the company's plant in Berne.
The decision to recall Switzerland's most famous

Toblerone chocolate recali

chocolate bar underlines the growing problems fasting Switzerland's food industry as it tries to believes consumer concerns about genetically altitude surabsens with the practicalities of finding a reliable source of non-genetically engineered soyabeans.

Last December Switzerland agreed to pertait haports of genetically altered beans. However, the decision was later postponed after complaints from construct groups a opponents of genetic engineering William Hall, Zhrich

Ouba traded accusations with the US government at the weekend over a US diplomatic bag to Havana which

Washington said was opened by Cuban officials. The US State Department said on Friday its diplomatic pouries to

Havana were being interfered with and one was actually opened. The US had protested to Cuba over what it called

this "blatant violation of international diplomatic law".

Cuba's foreign ministry, rejecting the US charges, said on Saturday the US diplomatic pouch in question had

arrived in Havana already open on a foreign airline last

This document, issued by US President Bill Chinton in

January, forms part of the one-year-old US Helms-Burton

law, which specifically demands Cube abandon one party

The Cuban foreign Ministry said that the US interests

Section in Cube was clearly intending to distribute the

document, which Havana viewed as "offensive". The

nunist rule and embrace multi-party democracy.

mouth. But it added the pouch was found to contain

pocket editions of a US government document called

Support for a Democratic Transition in Cuba".

Cuba-US diplomatic spat

Campaign row muddies Gore trip

Patti Waldmeir and Tony Walker on complications for US-China relations

lion-dollar aircraft contract with Boeing this week, as expected, Vice-President Al Gore wants to be there for the signing cere-

So say the officials with him on his visit to China: The vice-president will be event which proves the worth of economic engage-

ment with China.

The fact that the US officials were forced to make such an apparently self-evident protestation - that Mr Gore would jump at the chance to claim political credit for US export jobs captures the essence of current difficulties over US-China relations.

The Boeing deal, which is all but sealed, is important because it marks renewed Chinese willingness to buy from the American com-European companies in two other recent Chinese deals. But in the climate of accusation which reigns in Washington, where the US Justice Department is investigating claims that Chinese officials tried to influence the last US election, any such deal could

be portrayed as a pay-off. Every gesture toward China, every halting step in the process of what the State Department calls "comprehensive engagement", will henceforth be scrutinised for links to campaign donations. The White House has felt

US TRADE WITH CHINA (\$bn) Dept deficit 9.6 21.5 14.2 19.7 12.8 32.5 15.9 Figures adjusted to take account of the high prop-Hong Kong, but excluding value added there. "Backules trade wa Hong Kong

China (but includes Japan and South Korea too). US newspapers reported last week that Mr Gore might exacerbated Chinese suspidistance himself from any Boeing connection while in China, quoting White House officials who leaked a story saying the vice-president was concerned at the political consequences. His staff

trip, which will focus on month of Deng Xiaoping US officials say their biggest short-term problem is that the US funding row has cions of US intentions. "The Chinese still worry that our attitude is one of hostility," says one official. "They seem to feel that there's a conspir-

saying this smacked of containment. "This once again reveals the ugly mentality of some members of the US Congress who want to lord it over the world," the paper The official Xinhua news agency criticised the American media for its reporting

gress over a resolution call-

commitments to Hong Kong,

the fundraising issue. "Acting like someone who chases the wind and clutches at shadows, some American media took the chance to create sensation news without any fact in a vilification campaign against China," said Xinhua.

Relations with the US are further complicated by a draacy against them, and that matic rise in the bilateral president's trip. "We're not government officials are trade deficit, which is a modifying anything we're say the reports are ill-in- leaking stories against potent issue in Congress.

'The Chinese worry that our attitude is one of hostility. They feel there's a conspiracy' - US official adverse publicity.

Whatever the truth, the political facts are clear: the campaign fund-raising furore, with its strong Asian connection, will complicate one of America's most important bilateral relationships - at least in the short

And it makes a delicate trip to Beijing all the more difficult for Mr Gore, the highest ranking US official to visit China since the 1989 that scrutiny intensely Tiananmen Square massaahead of the vice-president's cre, and since the death last

In Beijing, there is rising irritation over what is seen as an hysterical campaign against China in the US media and in Congress, where legislation was introduced last week to require

Organisation (WTO). Chinese official commentaries on the eve of the Gore visit reflected the prevailing tension. The People's Daily, the Communist party newspaper, railed against Con-

Congress to approve China's

accession to the World Trade

According to US figures, the deficit was \$40bn last year and in January it rose to \$3.72bn compared with \$2.74bn in January 1996. China rejects the figures, saying the deficit last year was closer to \$10bn.

Sensitive to the political implications of these figures. a senior Chinese trade official said the government was encouraging companies to increase imports of US products. "The trade issue has become such a general concern to the American

ing on Beijing to honour its that failure to handle the issue properly could hold up the normal development of economic and trade relations between the two countries," said Mr Sun Zhenyu, viceminister of foreign trade. Administration officials

say Mr Gore - who will make environmental concerns a big focus of his visit - cannot avoid discussing trade and economic matters in his attempts to pave the way for a summit between President Bill Clinton and President Jiang Zemin. But any concessions on WTO accession could raise allegations of a pay-off.

Administration officials insist that the fundraising furore did not affect the vice doing because of what's going on around town," says one official, obviously exas-

But the time is approaching when the rumpus affects not only politics, but policy as well. Inevitably, the US must be cautious in appearing conciliatory to Beijing, whether on WTO accession or any of the other big issues this year - including most favoured nation trading status, and even more crucially. the future of Hong Kong. The fund-raising issue is a complication which could rapidly become a serious constraint on US policy. Additional reporting by William Dawkins in Tokyo and

Cuban ministry said this was a violation of international diplomatic regulations. Pascal Fletcher, Havana



Mr Yevgeny Yasin (left), economics minister, is tomorrow as Russia's minister for strategic development of the economy, according to observers close to the market economist who has long acted as a mentor to Mr Anatoly Chubais, the new first deputy prime minister, will play an advisory role in the government, analysing economic trends and setting out long-term

strategy. In London yesterday to open a Foreign Investment Promotion Centre, Mr Yasin said long-awaited restructuring of the powerful Unified Energy Systems, the national electricity company, which will detach the national power grid from electricity producers, will start this year and will take up to two years to complete.

Mr Yasin wants the electricity monopoly to be divided

into a state-owned regulatory company to which will oversee transmission of electricity and several power generating companies. The majority of power generators will be privatised.

Brazil to cut budget

Brazil is planning sharp cuts in its budget for 1997. Mr Antônio Kandir, planning minister, said the government would cut R\$3.1bn from planned expenditure; producing a primary budget surplus, which excludes interest costs, of 0.8 per cent of gross domestic product. The public sector as a whole would post a 1.5 per cent surplus The government's reforms have cut inflation to single-digits, but cutting public spending - which

economists view as central to keeping inflation low-have proved harder to achieve.
Public spending plans received a further blow last month when the country's highest court voted to award a

29 per cent pay rise, which was given to the military in 1993, to all federal civil servants. Geoff Diger, Sdo Poulo

Indonesia gold mine row

The senior geologist at Canadian exploration company Bre-X Minerals has dismissed as ludicrous doubts about the size and commercial viability of what is claimed to be the world's largest gold deposit.

Mr John Felderhof, the senior vice-president for

exploration who shares credit for the discovery of the Busang deposit in the Indonesian province of east Kalimantan, reacted angrily to reports in an Indonesian newspaper, Harian Ekonomi Neraca, which said that Busang's reserves could be below the 7im proven ounces estimated by Bre-X.

Mr Felderhof suggested last month that Busang's

reserves could be as much as 200m ounces. He declined to comment further. The Harian Ekonomi Neraca report referred to a review by Fresport-McMoran Copper & Gold, the US mining company, which plans to develop Busang and is now undertaking "due diligence".

Mr Felderhof returned to Jakarta over at the weekend following the apparent suicide of his colleague geologist. Mr Michael de Guzman, who helped to discover the Busang reserve. Marasela Saragosa and Clay Harris

Canadian immigration authorities have arrested a man suspected of the Saudi Arabis bombing that killed 19 US soldiers last year. The Toronto Sun cited unnamed. sources as saying that Hani Abdel Rahim Hussein Al-Sayegh, 28, was wanted by the FBI in connection with the bombing and could be deported following a hearing likely this week. Authorities appear set to charge four. Sikh men from Vancouver in connection with the 1985. bombing of an Air India 747 off Ireland that killed 829 Scott Morrison, Vancount

Gulf between 'haves' and 'have-nots' of developing world as 12 countries receive 73% of funds

Inflow of private capital to emerging nations hits record

Record levels of private capital flowed to developing countries last year, driven by "good" macroeconomic policies, infrastructure privatisation and investors' thirst for higher yields, according to a World Bank report* published yesterday.

But that good news was undermined by the Bank's warning that official development aid continues to shrink at a time of big disparities between countries' access to private capital.

by \$14bn last year to \$110bn a fourfold increase since 1990 - ranged from 6.5 per cent of gross national product in Malaysia and Vietnam to 0.5 per cent in the Middle East and North Africa. Despite a a \$60bn increase

to \$243.8bn last year in private capital flows to develop-ing countries - up from \$44.4bn in 1990 - 73 per cent of the money went to 12 countries. This was nonethe-1990, when 84 per cent of the

For example, foreign direct tries, including China, investment, which increased whose share of private capital flows had since risen from \$8bn to \$52bn. In contrast, grants and official low-interest credits,

which account for the bulk of foreign aid, fell by an estimated \$1bn to \$44bn last year, representing a 3 per cent drop in real terms from 1990 levels, Mr Joseph Stig-litz, the Bank's chief economist, said markets were becoming "more discriminating. . . in favour of good less an improvement on policies" pursued by more and more countries to conmoney went to a dozen coun- trol inflation and budget def-

markets and privatise infrastructure such as telecommunications and energy. Mr Himmat Kalsi, a finan-

cial analyst at the Bank. added that western portfolio investors were not only "more risk tolerant" and international capital markets more liquid. Emerging country debt offered higher yields and longer maturities. than on US securities, while debt rescheduling was increasing borrowers' access to private capital markets. Mr Kalsi noted that 31 extra countries had gained

the past two years alone. Mr Stiglitz, who until investment and loans.

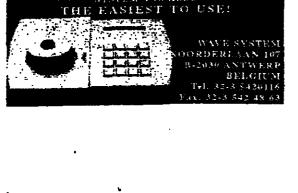
recently worked in the White House, added that he did not believe that any US move to increase interest increased, the Bank's own rates would be enough "sig- role was at risk. He added nificantly" to affect private capital flows to emerging tap private markets still markets. He expressed "seri- turned to it for policy-makous concern" however about ing expertise and its ability a stagnation in official aid to offer "an honest broker flows. These have suffered view of what is going on". further as the proportion of But the increase in private aid devoted to emergencies such as refugee relief, as opposed to long-term development and poverty allevia- focus increasingly on tion, has increased to 12 per playing a "complementary" cent from two per cent of the role to the private sector, total in 1990.

another contributing factor cation, health and environto a growing gulf between "haves and have nots" which had pursued the right 661-1501

years had not received a significant share of foreign Partly for this reason, he

rejected suggestions that as the role of private capital that even countries able to funding would also allow the Bank, which is undergoing its own restructuring, to devoting more of its Mr Stiglitz conceded resources to improving edu-

ment. * Global Development within the developing world Finance (formerly World was the inability of some Debt Tables), The World countries to get their good Bank PO Box 7247-8519, Philnews across to investors. adelphia PA 19170-8619, USA Some African countries tel (703) 661-1580 fax (703)



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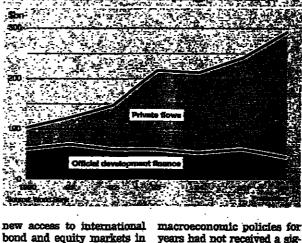
March 27, 1997

(the "Board") of Sovereign High Yield Investment Company N.V. (the "Company"), State Street Coracao Trust Company N.V., the Company's administrator and managing director (the "Administrator"), hereby calls a Special General Meeting of Shareholders (the "Special Meeting") of the Company to be beakd at the offices of the Adm tor, located at 15 Pictermani, Curacao, Netherlands Astilles on March 27, 1997 at 4:00 p.m. Netherlands Antilles time. holders of the Company adopt the follow

To approve the Company's balance sheet, profit and loss account, explanatory statement for the fiscal year ended August 31, 1996.

To elect John J. H. Swinglehurst to replace Javier A. Genzalez Fraga es a

By State Street Cursons Trust Company NV. teleabone: (399-9) 656995



British Gas faces court over database use

The data protection watchdog will begin legal action against British Gas Trading this week to stop the utility using its customer database to sell other services.

The unusual step comes after the domestic gas supply arm of Centrica sent leaflets two weeks ago to its 19m UK customers asking them whether they wanted information about additional

Now Ms Elizabeth France, the

data protection registrar, may sue an injunction against Brit- but the scale of British Gas's ish Gas, depending on its response to a preliminary notice, to stop it using its database to sell products such as financial services.

Centrica intends to use its new £100m (\$159m) centralised database to sell products ranging from financial services to electricity. The issue has implications for companies wishing to compete in

year. Two other utilities are also

to be unlawful and unfair, the two key principles behind the 1984 the gas and electricity markets. set to be fully liberalised next

activities makes its case urgent. British Gas's leaflet, which customers had to fill out and return in order not to receive information about a range of services, was judged by officials at the registrar

data protection act. In a report delivered to Ms France on Friday officials recommended she should start enforcement action by issuing a prelimi-

nary notice to British Gas. She could do so as early as today. "Lawfulness is a big, big issue," she said. "But even if this were disputed there would still be the issue of fairness."

The registrar told British Gas earlier this month to wait for official guidance on whether it can use its database to sell other products before sending out information to clients. Her belief in the unfairness of the leaflets was fuelled last week when gas customers returned them to the registhey are doing," said an official.
British Gas will have 28 days to

Ms France hopes that full legal action will not be necessary. "We have always operated on the basis that we want compliance, not scalps," she said.

Centrica refused to comment until it had seen the official notice. However it has argued the leaflets are simply giving custom-ers a choice about whether or not first."

trar, rather than British Gas. to receive further information "People don't understand what If the matter is not resolved after 28 days the two sides will go before a tribunal. Meanwhile, the respond to the preliminary notice. registrar could issue an injunction to stop the company using any of the information it had gathered.

Ms France admitted the issue raised concerns about the data protection law itself, which is to be reviewed in October. "No doubt, one of the problems is my powers are reactive," she said. "] don't have the power to go in

Transfer of Crown Agents completed

The privatisation of Britain's Crown Agents, the overseas procurement agency involved in contracts worth £4bn annually, has been

completed. The deal had been thrown into uncertainty last week when Labour, the biggest opposition party in the House of Commons, withdrew its support. Although the transfer was authorised in principle in 1995, binding decisions require the opposition's approval during an

election campaign. Ms Clare Short, Labour's overseas aid spokeswoman. said: "I originally wanted to review the transfer, but if we had not agreed now, the £5.5m of public money set aside for the project would have returned to the Trea-

Ownership will be transferred to the Crown Agents Foundation, a company limited by guarantee, comprising a range of commercial entities, charities and development institutions.

Members of the foundation - which include Barclays Bank, Unilever and sugar refiners Tate and Lyle - will not invest capital. Profits will be reinvested.

Crown Agents, founded in the 1830s, buys goods and manages projects for govern-ments outside Britain, using a network of 1,000 staff in 40 countries. Although playing a significant role in delivering Britain's overseas aid programme, it has operated for several years, with the vast majority of its business financed from other sources. It earned £60m (\$95m) in fees last year, with clients including the World Bank, the European Community and the United Nations. Privatisation is designed to allow the foundation to take on private sector projects and form joint-ventures. while maintaining a reputa-

tion for impartiality and

integrity.

Labour backs up pledge on tax rates

By David Wighton. political Correspondent

Mr Gordon Brown, the shadow chancellor, yesterday bolstered Labour's pledge not to raise income tax rates by adding a commitment to retain the current ceiling on employees' national insurance contribu-

He also sought to clarify Labour's plans for a windfall tax on the privatised utilities by stressing that companies eligible for the levy would not necessarily face a tax

Although Labour dropped the idea of abolishing the national insurance cap after the 1992 election, there has been continued speculation that the proposal might be revived in government.

But Mr Brown vesterday ruled out raising the ceiling. "We said in 1992 that we weren't returning to this . . . and there can be no doubt about that." Mr Brown did not say whether the commitment was for the life of the next parliament, but an aide said: "The idea is dead and buried."

The pledge was designed to provide further reassurance as Labour prepares to publish its separate business

itigating die-hards

The document will include

concerned

Names have thrown away

the terms of its recovery

plan last September can

draw comfort from the

knowledge that, for some.

individuals whose assets

have traditionally backed

Lloyd's - are embarrassing

the insurance market in the

American courts as it tries

to restore its reputation after

years of financial and legal

Lloyd's is trying to over-

turn a ruling in a Califor-

man court of appeal which has allowed US Names to

sue it under US securities

fraud and racketeering laws.

It has demanded that the

case be reheard and has also

enlisted the support of the

British government, which

But the litigation does not

Year-old resident of Monte

Carlo, has returned to a Flo-

the insurance market's

end there.

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A rump of US Names - the

the battle may rumble on.

a commitment to set up a working party with business to establish priorities for the UK's presidency of the European Union in 1998. The plan was drawn up after discussions with the Confederation of British Industry which has said it would join the working party.

On the windfall levy, Mr Brown made clear that while a wide range of utilities would be considered for the tax, the size of their liability would depend on the "excess profits" they had generated.

His comments follow last week's confirmation that the tax would in principle apply to all those privatised companies which are "licensed and regulated by statute". This definition includes companies such as British Telecommunications and BAA, the airports operator.

However, Labour figures close to Mr Tony Blair, the party leader, have stressed that merely because a company would be eligible for the tax would not mean it would a face a significant bill. The implication is that the bulk of the tax would fall on the water, electricity and gas companies. They have also suggested that the tax would raise nearer £3bn, (\$4.7bn) rather than the £5bn-plus indicated by Mr

He alleges they deliber-

faith". If a ruling is made in

Mr Millar is no stranger to

legal tussles with Lloyd's.

He sold all of the family sil-

ver and an art collection to finance a nine-year battle

ago: a bitter sweet result as

much of the £4.5m awarded

His prolonged struggle

against the insurance mar-

ket has seen him again take

another action in the UK

The final arguments of a

offer compensating them for

1988 to 1992 are to be heard

in the UK High Court today.

went to his lawyers.

reaches a climax.

that ately withheld money owed

Lloyd's of London to him in an act of "bad

their right to sue the insur- his favour, he could be

ance market by accepting awarded up to £25m (\$40m).

attacked the ruling last the witness stand just as

Mr John Millar, a former case brought by Lloyd's

Llord's policyholder and 94 against investors who year-old resident of Monte refused to accept its £3.2bn

tida court to sue a group of £8bn in losses suffered from



Shadow chancellor Gordon Brown yesterday ruled out raising the national insurance ceiling

The insurance market is of Names which led the fight

ted fraud by recruiting day, when it will cease to

an individual company's liability would be calculated, ited to banning advertising he has said it would reflect in the wake of fears that exploitation of a monopoly the shares at flotation. Analvsis by the Financial Times has shown that, depending on the precise details, such a definition of excess profits could leave BT with little or

• The Labour party has modified its commitment to and promotion. The mea- strong.

seeking to recover £350m in

debts from 1,755 recalcitrant

A group called the United

Names Organisation is fight-

ing on their behalf and has

alleged that Lloyd's commit-

Names while hiding know-

The UNO is also expected

this week to try and take up

the reins in another High

This case was originally

brought by Names who have

since settled but who

Lloyd's operates contra-

vened European competition

The Names had been in

decision in Lloyd's favour

and the UNO wants to con-

But the big action groups

ledge of its losses. Lloyd's

no liability.

Lloyd's fights die-hard Names

The market is still being pursued despite last year's settlement

over the insurance claim for denies these charges and

his storm-damaged yacht. He demands the Names should

The Feltrim Names Association

will be asked to approve going

Damon de Laszlo, Feltrim chairman.

Court action.

into 'suspended animation'

won that fight three years pay their debts before suing.

Although Mr Brown has sure, promised as one of the refused to say precisely how earlier acts of a Labour government, may now be limany weakness in regulation. sport could suffer if tobacco's support for sports rangposition and underpricing of ing from grand prix racing to cricket, snooker and darts

was suddenly truncated. Mr Chris Smith, Labour's shadow chief health minister, who has taunted the Conservative government recently over its refusal to tackle tobacco advertising, said the commitment to an ban all tobacco advertising advertising ban remained

against Lloyd's in the past

Group, which represented

investors with projected

losses totalling £1.4bn, holds

its final meeting on Thurs-

A separate offshoot will be

created to fight a legal battle

against solicitors Clyde &

The Sturge Names Action

are winding up.

Soccer brings to book poor literacy

By David Wighton

Pour soccer clubs in the UK's Premier League are backing a Labour party plan to provide study centres at their grounds to help tackle poor literacy levels among primary school children.

Chelsea, Arsenal, Newcas tle United and Sheffield Wednesday <u>h</u>ave all agreed to help fund the facilities which will also provide supervised homework sessions and lessons on basic skills for secondary school pupils.

The schemes are designed to harness youngsters' interest in football to improve their motivation. The prospect of a game after the lessons is expected to be a powerful incentive.

Mr David Blunkett, Labour's education spokesman, said: "It is an excellent and cost effective way of raising standards, improving pupil motivation and boosting literacy. It is a unique and valuable venture in which everyone's a win-

The centres will each cost £50,000 to build and a further £100,000 a year to run. A third of the money would be provided through from a grant scheme within the education budget, with the clubs funding the rest from their own resources and private sector sponsorship.

Central bank to tighten risk supervision

By George Graham, Banking Correspondent

UK central bank inspectors are to spend more time visiting banks as part of an ongoing shake-up of the way it súpervises risk. The new system follows

criticism of the Bank of England's supervisory role in high-profile crises such as the collapse of Barings and Bank of Credit and Commerce International.

The changes, to announced today, will give supervisors a more consistent framework for judging whether a bank is running more risks or has fewer controls than its competitors. Inspectors will talk to

senior managers and examine how banks are managed. They will visit low-risk banks less frequently, while banks which are living dangerously could be forced to cushion against the extra ogy and human resources. risks they are running. Highrisk banks could see their the past has been that we licences withdrawn.

each "significant manage- ers." said Mr Foot. ment unit" - any business grouping which accounts for 5 per cent or more of revenues, pre-tax profits or capital, or any other unit which poses a significant risk.

Singapore arm of Barings. The new framework builds on changes proposed last year after a review by consultants Arthur Andersen, which itself followed recommendations for an overhaul of the Bank's supervision structure in the wake of the Barings collapse.

Many elements in the proposed new supervisory framework are already used in practice. Mr Michael Foot, head of the Bank's banking supervision, hopes the new system will ensure all super-visors are measuring the banks in their charge by the same yardstick.

Supervisors will seek to meet the chief executive. other directors - including some non-executives, especially the chairman of the audit committee - the chief financial officer and head of control functions such as risk management, internal increase their capital as a audit, information technol-"One of the problems in

bave tended to talk to too Inspectors will aim to visit narrow a range of manag-"If these proposals lead to

better supervision of material risks through a process which is less bureaucratic, they will carry industry support," said Mr Peter Vipond of the British Bankers' Asso-

In 1995, this would have led supervisors to visit the ciation. ZAMBIA INVESTMENT OPPORTUNITIES CONFERENCE

FT

FINANCIAL TIMES

Zambia

The Feltrim Names Association meets on Thursday too, when members will be asked to approve plans for putting the group into "suspended animation", according to Feltrim chairman Damon de Laszlo. The Feltrim Names will also be asked to approve remuneration of sim for the group's

tinues to embarrass Lloyd's. But there is little danger that all this litigation will unhinge the insurance marclaimed the way in which ket's completed recovery plan. More than 95 per cent of 34,000 Names worldwide accepted the settlement offer and agreed to pay a prethe process of appealing a mium for reinsuring the old

Investment

Opportunities

Conference committee members.

Outstanding litigation conlosses into Equitas.

Christopher Adams

Zambia's privatisation programme has already been heralded as the most successful in Africa with foreign direct investment having trebled over the last three years

Taj Pamodzi

Hotel Lusaka

14 & 15 May

Zambia Investment Opportunities Conference

Mr/Mrs/Miss/Ms First Name

FT Conferences, in association with the Zambia Privatisation Agency, is holding a oneand-a half day meeting in Lusaka, providing an ideal opportunity to learn about specific opportunities for potential investors resulting from the privatisation process. In addition to the formal conference programme, there is also the opportunity for private meetings with representatives from government ministries, local business and other

Confirmed Speakers Include

THE HON FREDERICK T J CHILUBA President of the Republic of Zambia THE HON RONALD D S PENZA MP Minister of Finance and Economic Development

MR VALENTINE CHITALLI Chief Executive Zambia Privatisation Agency MR G CLIVE NEWALL

*President First Quantum Minerals Ltd THE HON DR ROLF LÜDERS

Former Minister of Economy and Finance, Chile

MR G NICHOLAS SELBIE Managing Director **CDC Investments**

MR TODD ANDERSON Director of Business Development Cyprus Amax Minerals Company

MR RORY SIMPSON Managing Director Lever Brothers Zambia Limited

DR BWALYA K E NG'ANDU Director General Zambia Investment Centre

THE HON ALFAYO S HAMBAYI Minister of Commerce, Trade and Industry

The organisers reserve the right to alter the programme as may be necessary

To facilitate the participation of international organisations, attendance at the conference is free of charge to overseas delegates

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BARCLAYS

Industry 'ill-prepared' for Emu

tinue.

By Wolfgang Münchau, Economics Correspondent

British industry is illprepared for the European single currency, the finance directors of Britain's largest Published today.

The 100 Group, made up of largest UK companies, say considerable amount of time considering the pros and cons of European monetary made the necessary prepara-

Mr Edward Weiss, chairparty on the single currency. said: "So far the main involvement of management Monetary union will happen cheaper sources at some point and the effect long-term finance. Compa-

Leading finance directors stress action is needed whether or not Britain joins single currency

going to be immense." The report stresses a dual

140 finance directors of the software problem: companies must change their computer companies may have spent a systems to handle both the transition to the single curreacy and the "millennium bomb" - the inability of union but they have not yet many computers to cope with the date change at the end of the century.

The group identifies a man of the group's working series of issues businesses must confront, irrespective of whether Britain joins Emu or not, it says Emu will bas been to consider the economic arguments, but we and more efficient capital have now got to move on. market that may offer for

companies say in a report on the way we do business is nies should review their treasury management currency. operations to seek lower bor-

rowing costs and demand better pan-European services from their banks. In addition, the new currency could make prices and wages more transparent across Europe. The likely effect would be an increase in competition.

The report also suggests that banks and retailers in particular will need to pay closer attention to the changeover of cash-handling systems, including cash dispensers and tills. Retailers may have to cope

with two sets of notes in cir-

culation during a change-

the group as needing further consideration are pensions and various legal issues. It is also concerned about the UK's continued access to the single market if Britain remains outside the single

• Nearly three-quarters of companies are likely to seek exemption from the European Union working time directive when it comes into law in the UK, according to a survey published today by the Institute of Directors. The survey of 700 company

directors found 74 per cent would seek an opt-out from the legislation on the grounds that the "nature of their business made compliance impractical". Twothirds cited the need to perform "orgent or unforeseen work" as the reason. The need to ensure continuity of production was also cited.

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Hidden compensations

hen Chunbo is by any measure a successful Chinese businessman. He has managed the transformation of the Mapo County collective enterprise, a rag-bag of rural workshops, into the mul-timillion dollar Beijing Country Club, comprising a golf course, a race track, an entertainment centre and more.

Successful he may be, but his annual salary is only just over \$5,000 (£3,144). "One would naturally want more, but there are enough people already looking

Socialism with Chinese charac teristics, the term coined by the late Deng Xiaoping to disguise China's conversion to capitalism, unleashed Chen and a generation of entrepreneurs. But, in one sense at least. Chinese companies are showing their communist credentials - the comrades in the boardroom are officially paid little more than the comrades on the shopfloor. As Chen explains: "This is executive pay with Chinese characteristics."

That, at least, is the official position. Taking into account the "grey income" – benefits, hidden compensation, directorships on subsidiaries and old-fashioned graft - executive income is privately estimated by government economists to be at least three times the stated figure.

The Communist party leadership, though, preoccupied by the widening gap between the rich and poor, clings to the nostalgia of an egalitarian salary structure. The Ministry of Labour issues general guidelines on remuneration recommending that the top executives should not, in principle, be paid more than three times the salary of ordinary workers. The guidelines apply to state-owned enterprises, covering about 70 per cent of workers in urban areas. The government's suggested pay scale for directors is tled to company assets: Yn20,000 (£1,506) a year at enterprises with assets of Yn100m, Yn30,000 at companies worth up to Yn500m and Yn50,000 where assets exceed Yn500m.

So the annual salary last year for the directors of China Eastern Airlines, the country's most profitable airline which floated to an enthusiastic welcome on the for miracles, or ulcers for trea-Hong Kong and New York sures." exchanges earlier this year, was on average Yn43,370.

At Inner Mongolia Erdos Cashmere, the world's largest cashtile sector, Wang Linxiang, president and general manager, is on lem," says Tao Guoqiang, presia salary of Yn21,600. The management of loss-making companies with comparable assets would be paid the same.

The government acknowledges that the salaries are out of kilter with wages at foreign joint ventures or private Chinese enterprises, which are free from government intervention. At a



earn more than \$25,000 a year, according to a Shanghai-based personnel consultancy. However, labour ministry offi-

cials say changing state-sector salaries would involve "taking a hard look at the political situation . . . it would involve changing people's mindsets".

One such mindset is that of Jiang Zemin, China's president, who is painfully aware that while Deng's economic revolution lifted much of China out of poverty. hundreds of millions of people have been left behind, resentful of their relative impoverishment. Jiang recently scolded party

members and state employees who "have forgotten the party's good traditions characterised by arduous struggle, diligence and thrift".

He added: "In opening up to the outside world, we must actively make use of things from developed western countries...but we must be careful

In such an atmosphere, even Shanghainese businesspeople, who have a reputation for being brazenly materialistic, say talk of reforming the official pay struc-

"This is a very sensitive probdent of Forever Bicycle. "Of course, we think it is unfair. We think we should be paid better. But there are a lot of people who are unemployed or redundant workers with very low salaries. So this is not something we can really talk about."

While the managers grumble foreign-Chinese joint venture, a brightest young graduates are

mid-30s manager might hope to doing the arithmetic for themselves. A survey last week in the Liberation Daily, the official Shanghai broadsheet, showed that Shanghai university graduates "ask for too much" when applying for a job. The average monthly salary in Shanghai last year was Yn888, but young

people usually ask for Yn2,000

toYn2,500 a month. A recent straw poll of Nanjing graduates by Pacific Bridge, the US human resources company. showed 80 per cent said a foreign-Chinese joint venture was the most attractive kind of company

'Management gets luxurious housing, domestic staff, travel expenses, not to mention free banquets'

employment. Nobody thought a career at a Chinese state-owned enterprise appealing.

At Sinochem, the mammoth state enterprise under the retirement. umbrella of the Ministry of Foreign Trade and Economic dle management are kept down "lest disparities in pay become obvious".

The price of that is a "brain drain, particularly the loss of young middle-level managers to foreign and private firms", says one company official

Similarly, Citic, China's premier investment group, reports the "loss of young talent" as behind closed doors, the best and monthly salaries for top managers of a little over Yn2,000 and finish working," he says.

"hidden compensations" are not enough to satisfy its staff's increasing aspirations.

The "hidden compensations" are substantial. At one of China's largest state-owned companies an official says: "The upper management gets free sedans with chauffeurs, luxurious housing, domestic staff, comprehensive travel expenses at home and abroad, not to mention free banquets and limitless expenses for wining and dining guests. Some also sit on boards of foreign companies or associated subsidiaries, giving them additional income.

Richard Graham, head of ING Barings in China, says "low remuneration has always allowed for the possibility of corruption". As another Shanghai analyst puts it "While the guy is general manager of a big company in China, he is king and everything he wants - his daughter's education in Vancouver, the holidays on Hainan Island, the cars and pay if they meet agreed targets, the carpets - is paid for. There is not to take the decadent things to Chinese workers seeking no separation of personal and private income. But when he leaves the company, he has nothing to fall back on. So what they do is milk the company as they near

> of Shanghai's flagship manufac-"special deals" to keep old man- will become more open-minded agers comfortable in their retire- and executives will be paid comment are common. "What people often do is arrange a little company, often a property business, set it up with the company's money and put themselves on the board. Even better, they establish executive pay in a profit-driven a foreign subsidiary which can society. Chen explains: "If I were pay them overseas. That way they can then go on getting profits or consulting fees after they

Economists at the Shanghai municipal government say the "grey income" problem, let alone the rising incidence of corruption, makes a serious dent in fiscal revenues. Official, taxable income last year was on average \$1,280 in Shanghai, but municipal forecasts suggest real earnings were three times that figure. At some of the state companies unofficial earnings exceeded official pay by as much as 10 times. In an attempt to redress the balance between foreign and state salaries and staunch the growth of "grey income", Shang-

duced a trial bonus scheme for managers at some of the city's Directors of companies like Baoshan Iron and Steel, one of the largest steel makers in Asia, continue to receive standard salaries, but can earn bonuses worth up to three times their official

hai authorities last year intro-

according to one government offi-He says the introduction of the scheme is part of China's transition to the market economy, but adds "we had to introduce the bonuses, because people would

The managing director of one be taking the money anyway". Chen at the Beijing Country

> petitive salaries. China will find it hard to reconcile one of the anomalies of the socialist market economy: paltry paid much more, people would start rebelling. They would be very envious. This is what we



ng opportunities: Curtiss (left) and Myers

PARTNERS

United Overseas



Jeffrey Curtiss, 54, set up the Group in 1976. A Myers, 48, became a partner. Their company buys surplus branded products and repackages them

for distribution throughout the world. Their annual turnover is £78m. At the end of March the company will be listed on the Landon Stock Exchange. Robert: "I remember being very

nervous the first time I went to a meeting with Jeffrey. I suggested we practise, as I knew nothing about the business, but he was adamant that we must never rehearse. anything, 'Just watch and go with the flow was his advice, and from then on I simply followed his lead.

Jeffrey can anticipate what people are going to say and always comes up with what they want to hear. He has that rare gift of being able to read people's minds and can put himself in other people's shoes. Unlike me, he works under a pile of paper yet always knows where everything is.

He can tell you what he paid for stock, in what year, and from whom he bought it. The most important thing he's taught me is how to value stock. I can now pick up a product and the number which pops into my head is the one I stick with

It doesn't matter how usual the product is, we have a feel for what it will earn in the market place.

I'll never forget Jeffrey buying a load of aerosol sprays for waterproofing the wings of racing pigeous. Apparently, a lot are lost in thunderstorms but the manufacturer had overestimated the demand We immediately repackaged

them and sold them as tent

This business is all about

sporting opportunities and knowing what will sell."

Jeffrey: "When I set up the company I knew the future lay in brazided goods. Buying existing brands that have been subject to package change is always better than buying a product that is made to price. Heinz Baked Beans at a price are better than beaus by Fred Jones at any price.

Robert came from an countancy background and taught me financial discipline. In turn I taught him everything about trading.

I don't think sither of us ever doubted the company would be big. Our first year turnover was £460,000, 20 years later it's £78m with no sign of a

In the early days we made hungry and said 'yes' to things through lack of experience. We once bought a whole range of perfumes and cosmetics after eing some beautifully packaged samples. --Unfortunately, when they arrived they were all in built shipping cartons and we lost a lot of money. Nowadays we don't buy anything we haven't

Robert and I can go to a warehouse to price stock and although we'll start at opposite ends and pass each other, we won't be more than 5 per cent out on our individual analysis. At one time Robert wanted us to move into retail, which was would have been competing with our customers. Accountants always want to enhance things whereas I was

happy for us to stay on He's now MD of the toy division and respected by everyone in the industry. I

often think I saved him from

having a very dull life."

Fiona Lafferty

Does Europe matter?

Look at tomorrow's world, and what do you see? "What Europe for the New Millenium?" In Is it an economically and strategically dominant America? An ascendant Asia? Perhaps a

And in your vision, where does Europe stand? Is Europe on the wane, culturally,

The Philip Morris Institute for Public Policy Research, an independent think-tank based in Brussels, is concerned about these questions. That's why we launched a writing competition in 1995 called the Philip Morris

In its first year, 2,136 people from 67 different countries took up our invitation to write on the theme

Europe Prize was presented by Peter Sutherland. This year, we are asking entrants to write

on the theme "Does Europe Matter?" A jury of senior journalists will make three awards: the Philip Morris Institute Europe Prize, worth Ecu 15,000, and two runners-up awards of Ecu 6,000 and Ecu 4,000. An Ecu 5,000 award may also be made for the best submission from a young writer (age 18 to 28).

November 1996, the first Philip Morris Institute

The closing date for submissions is May 16, 1997. Only original, unpublished material is eligible. For entry details, please contact the Philip Morris Institute at the address below.

EUROPE PRIZE

MEGLEL ANCEL AGUILAR - Colomais, El País - ALBÉRTO CAVALLARI - Colomais, La Repubblica - ROBERT DONAHUE - Editoria Page Editor, International Headel Tribune - JOSEF JORFE - Foreign Editor, Stablestone Zeitung - BEN KNAPEN - James Editor in Chief, NRC Handelbled - PHILLIPPE LEMATTRE - European Conceptualent, Le Mande - GILES MERRITT - Director, The Philip Marie Institute -MITTIA MERSOL - Editor-in-Chief, DELO Dady - CHRISTINE OCKRENT - Corners Affairs Editor, France 3 and Vice-President, BFM Rodo -JOHN PRETENDERIS - Palical Editor, TO VIMA - CHRISTOPHER REDMAN - Editor, Tanz International MATS SVECTORS - Editor in Chief, Secretar Dayblote - FRANÇOISE VAN DE MOORTEL - (unite Editor in Chief, KTEF

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Hysterical writers guilty of workplace abuse

The chances are that you are a victim of abuse. Not sexual abuse but a brand new sort: corporate abuse. According to a recent book by a couple of American women, corporate abuse is rampant. Workers everywhere are being abused, our employers are overworking and bullying us, our ideas are being ignored, and we are suffering from low self-esteem, helplessness, fear, hurt and self-hatred. We are the victims of the lean and mean organisation.

Just thinking about it makes me cross. Not at the thought of all of us abused workers, but at the woolly thinking and hysteria behind the

The book begins by stating that people enjoy work much less these days than they used to. What evidence do they have for this? Some recent trends have been good, others bad. Jobs are less secure, but people are less likely to feel powerless and stuck in a rut. It is all swings and roundabouts.

The language is also objectionable. It is bad enough having victim-speak applied to all aspects of our nonwork lives, but having it in the office as well is too much.

It is true that some companies do give employees a very bad time. But that has always been the case. The difference now is that companies which consistently mistreat staff have a way of not surviving.

The judges gushed; the winner basked in self-congratulation. Once again Marks and Spencer was voted best company in the British Quality of Management Awards. What are we to make of this? That there is only one really good company in

Or are we to suspect that the captains of industry, journalists and investors who vote for Marks and Spencer year in year out do so not because it is the best company, but



Lucy Kellaway

because it has the reputation of

The most peculiar aspect of the awards was that Marks and Spencer was also named as the company with the best record in corporate

In 1996, the year in which the judg-ing was done, the M&S board was not exactly a model of the nimble, modern board, well-stocked with energetic non-executives. Indeed. against 18 executive directors there were just four non-executives, of whom the youngest was 63. Even the company itself must

have felt that its board structure

doubled the number of non-execs though they are still far outnumbered by executives. And Sir Richard Greenbury, while his title is simply "chairman", might as well also be called chief executive, as the next position down is joint managing

director, which is split four ways. There are lots of things you could praise Marks and Spencer for - its results, its strong culture, its great underwear. Outstanding corporate governance is not the first that springs to mind.

We The People Worldwide is an excit-



ing new magazine that has just been circulated to all Merrill Lynch staff. The first issue contains a stimulating article, Becoming a World Class Employee, which gives 23 handy hints on how to achieve this. The first step to excellence is to "think of yourself as a consultant...earn your consulting fee every day". If I were head of Merrill Lynch, I

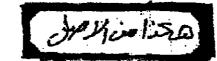
would beg staff not to think like consultants - focusing on the short term, not feeling part of the organisation, fancying yourself superior to everyone else . .

ML views this magazine as serving its "employee community" worldwide. No such community exists. If you are a US broker on Wall Street you may regard these handy hints as useful. But for Merrill Lynch employees in London, the personal philosophy of excellence is more likely to involve getting the job done, then going for a pint over which they can ridicule the new

Most management books have a slick title followed by badly presented, unoriginal twaddle. That is the view of the judges who have just read stacks of these books for this year's Management Consultancies

Association book prize. It goes without saying that they are right management is a flabby subject on which it is hard to write intelligibly. Nor is there any particular incentive to be cogent, as managers will apparently buy almost any-thing, and then not read

The head of the MCA said that what we need are more books that change people and the way they do things. I'm not sure I agree with that. It is not change per se that is wanted, it is change for the better. One or two books a year which do that are plenty to be getting on





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"True creativity blooms when we dare to reject "common sense" and traditionally accepted scientific knowledge,"

KROCEAS

FINANCIAL TIMES

COMPANIES & MARKETS

OTHE FINANCIAL TIMES LIMITED 1997

BRITISH VITA PLC

IN BRIEF

CSFB moves into high-tech financing

Credit Suisse First Boston entered the lucrative world of high-technology financing by taking a 25 per cant stake in Volpe Brown Whelan, a specialised San Francisco investment bank. Through the deal CSFB, which is part of Switregiand's Credit Suisse, joins Union Bank of Switzerland and Germany's Deutsche Morgan Grenfell in the scramble to capture a share of one of the fastest-growing sectors in corporate finance and advisory services. Page 23

philips seeks product growth stability philips, Europe's largest consumer electronics group, is to limit the extent to which it stakes its future on product breakthroughs – aiming for predictability in growth rather than seeking rewards in expensive innovations. The company came close to bankruptcy in 1991 but recovered to schieve record net profits of Fl 2.52bn (\$1.33bn) four years later, before sliding back into a Fl 590m loss last year. Page 22

Menent to authorise postal privatisation The privatisation of Argentina's state-owned postal service, Encotesa, is expected to be authorised in the next few days by a decree from President Carlos Menem. In an attempt to assuage fears of the creation of a potential monopoly by private local mail providers, a lastminute "anti-monopoly" clause was included in the privatisation decree guaranteeing "competitive market conditions". Page 22

BHP reports 69.5% advance in earnings Stronger oil prices and rising copper production helped Broken Hill Proprietary, the Australian resources group, to report third-quarter earnings to end-February up 69.5 per cent at A\$378m (US\$297m) after tax. However, the nine-month total, including abnormal items, was up only 6.3 per cent over the same period of 1995-1996, at A\$1.17bn. Excluding abnormals, the nine-month profit was A\$1.06bn, a 2.6 per cent rise. Page 23

ScotAm decision on bid expected The climax to the £2bn (\$3.18bn) auction for Scottish Amicable is expected this week when one of three bidders - Prudential, Abbey National or Australian Mutual Provident - is named as winner. The news will be accompanied by details of special bonuses for the mutual life insurer's 1.1m policyholders, adding to this year's £25bn demutualisation bonanza from financial services groups, Page 20

Storm forecast for P&O shareholders Shareholders in P&O, the shipping and property group, face a trying week with the company's pre-tax profits forecast to fall by £20m (\$31m) and limited news of procress with its planned film divestment. P&O is expected to report pretax profits at about £300m tomorrow. Page 20

Parmalat, the Italian dairy products group, has stepped up its aggressive international expansion strategy with the C\$290m (US\$210.2m) acquisition of Beatrice Foods of Canada. Under the deal, the Italian company will purchase a 75.1 per cent controlling stake worth C\$230m in the Canadian group. Citicorp, the New York bank which has been advising Parmalat, will acquire the remaining 24.9 per cent. Page 23

Rolling Stone finances health club Ron Wood, who is used to singing for his supper as one of the Rolling Stones, is looking for further satisfaction through a worldwide chain of health and fitness clubs. The guitarist has guaranteed a bank facility of £1m (\$1,59m) to the Harrington Club, which aims to be the first in London to combine exclusive social and health facilities under one roof. Page 20

Companies in this issue Philip Mortis Camival Air Lines Charles Taylor Claneros Group Credit Lyonnals DRIMACGraw Hith

1 Volpe Brown Whelan Inacian Satellita 23 WestMerchant Bank Krupp Hoesch 1 Wharf (Holdings)

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22 London state service some or all of the 15 per cent 22 Managed funds service set aside for public shareholders. He is known to view C&WC as C&W's core activity 25 New Intl bond issues and to be anxious to see its 27 World Stock Market indices

22

Monday March 24 1997

Chairman says he will resign if European Commission forces sell-offs Crédit Lyonnais boss defiant

By Andrew Jack in Paris

The chairman of Crédit Lyonnais yesterday upped the stakes in the battle over the restructuring of the French state-owned bank with a suggestion that he would resign if the European Commission forced him to sell off many more of its activities.

In an interview with the PT, Mr Jean Peyrelevade said: "You cannot have any further significant reduction in the perimeter of the bank without destroving it."

The French government is expected to submit a privatisation plan, which could cost up to FFr30bn (\$5.27bn), to European competition authorities in Brussels within weeks.

Commission officials have already indicated that they would demand considerable extra concessions in exchange for approval of the plan, including the sale of significant Crédit Lyonnais operating activities.

specifically said it was "out of capital market operations in New York or Tokyo, or other important international businesses which, he argued, were

FF19bn a year. While denvine that he was attempting to blackmail the French or EU authorities, Mr Peyrelevade said that he had been nominated in late 1993 to make Crédit Lyonnais viable and that he had "an ethic of responsibility" which could force him to resign if his objectives were rendered impossi-

He dismissed renewed attacks from competitor banks and French politicians over his calls for a recapitalisation, arguing that all the country's banks had received injections of funds ahead of privatisation. He added that he was unaware of any other large bank in the world that had been disman-

Mr Peyrelevade said a recan italisation was necessary, both to compensate for capital losses the bank will make when selling some activities it bought at high prices in the last few years, and to improve its Cooke solvency ratio and However, Mr Peyrelevade credit rating.

However, in a change from the question" to sell the bank's his comments in recent months, he said that Crédit Lyonnais' existing Cooke ratio of 4.5 could be increased to just 5.20 or 5.30 - a little below essential to maintain operating that of its rival Banque Nat-profits of at least FFr8bn- ionale de Paris - rather than that of its rival Banque Nat-

general election campaign.

sial area of competition policy

that could readily be over-

The delay is a blow for Bass.

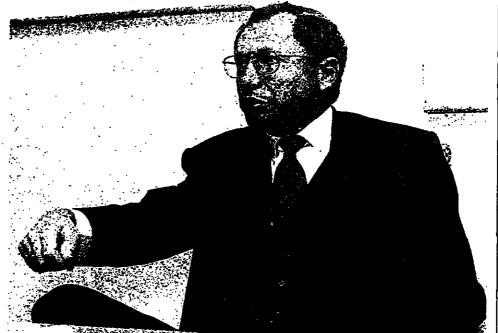
It said yesterday that

Carlsberg-Tetley "will only suf-

fer further from any more

turned by a successor.

after May 1.



Jean Peyrelevade, who yesterday upped the stakes over restructuring Crédit Lyonnais

the 6 per cent figure he has reduce its commercial pres- Lyonnais will be smaller in previously cited. He stressed ence outside France by 35 per assets, staff and agencies than that he was already meeting the objectives of a previous state-brokered restructuring plan approved by the EU in

That required the bank to

this plan was the sale of its folly," Mr Peyrelevade said. specialist consumer credit arm Woodchester, announced ear-

cent. The lastest move under in 1988, before its period of "I am putting the counter

back to zero. We will have lost 12 years of growth. Our com-"In the year 2000, Crédit petitors should rejoice."

C&W set UK poll set to delay Bass for last deal with Carlsberg-Tetley stage of telecoms

By Alan Cane in London

merger

UK-based telecommunications group, will today publish the offer document for the formation and flotation of Cable and Wireless Communications, one of the most complex mergers ever seen in the UK .

The planned telecoms and cable subsidiary, valued at about £5bn (\$7.95bn), is expected to revitalise the UK's stagnant cable television business and inject competition into the telecoms market.

The deal, through which C&WC will be forged from C&W subsidiary's, Mercury Communications, together with the UK-quoted cable companies, Nynex CableComms Bell CableMedia and Videotron, was announced in October last year.

The offer document will set out the terms under which investors in Nynex Cable-Comms and Bell CableMedia will be able to switch holdings into C&WC shares. It will also provide pro forma financial information including cash flows and a balance-shwill be floated in London and New York in the next few

The document will be welcomed as an indication that Mr Brown, C&W chief executive, has managed to keep one of the most complex mergers ever seen in the UK on track. The programme has

included the appointment of a chief executive, Mr Graham Wallace, formerly of Granada, and non-executive directors the UK's first telecoms watchdog. Mr Wallace is seeking a chief operating officer from outside to allow him more time to concentrate on integrating the group and maximsing rever

C&WC will be the UK's largest cable company and, analysts believe, one of the few telephone companies in a position to mount a significant challenge to British Telecommunications.

Some 15 per cent of the company is to be floated in London and New York in late April or early May. Analysts suggest a value £4b-£5bn. When the deal announced in October, C&W

had management control with a 52.6 per cent holding in C&WC while Nynex of the US held 18.5 per cent and Bell Canada, 14.2 per cent. It is believed, however, that Mr Brown is keen to extend C&W's holding in C&WC and would be willing to bid for

influence extended abroad.

Carlsberg-Tetley, a joint ven- analyst. "Morale has been come to an end. Bass would ture between Danish brewer severely dented. But I don't regain its number one UK The drive by Bass to Carlsberg and Allied Domecq, re-establish its position as the would be for the merger to be UK's biggest brewer looks set given the go-ahead, an official to be derailed by the country's said.

government ruling on its adde proposed £200m (\$318m) acquilike to see the proposed sition of rival Carlsberg-Tetley merger cleared by the secreis expected to be delayed until tary of state as quickly as posa new government is formed In normal circumstances the

Although the Monopolies announcement of the secretary and Mergers Commission will of state's decision follows four deliver its findings to trade to six weeks after delivery of secretary Mr Ian Lang today, the MMC's report. The case is likely to be the observers say he is unlikely to make a ruling in a controver-

first MMC referral to be dealt with under a new Labour administration, if the opposition party wins the election. According to one analyst this makes the odds of the deal being blocked 50:50. "The delay is harmful for

delays". The best outcome for Carisberg-Tetley," said the in beer wholesale prices would

see any decision being made until June or July." Mr John Carnegie, drinks

on Conservative policies it had been criticising. The chances of the deal going through were a lot worse

than under the present government or under a more established Labour administration. Nevertheless, the final outcome would depend on the

MMC recommendations as Lahour would not want to be seen quarrelling with informed opinion.

"On balance, I think it will still go through," Mr Carnegie

If the deal were given the go-ahead, the downward trend brewer status with 38 per cent of the market.

It was usurped in 1995 by analyst at BZW, said a Labour Scottish & Newcastle, which An executive at Carlsberg government would want to be landed 30 per cent of the mar-

However, there are likely to be conditions. The outgoing government forced Scottish & Newcastle to trim its estate to 1,900 managed and 700 ten-

Rough calculations suggest Bass might be required to shed 2,000 pubs.

If Bass finds the conditions too onerous, it can walk away from the deal and sell Carlsberg-Tetley back to its co-owners, Carlsberg and Allied Domecq, the spirits and retailing group, recouping £140m.

UK clothes retailers outperform **Euro** rivals

By Roger Taylor

Many privately-owned clothes retailers in the UK are achieving financial returns that shame their quoted competitors and their peers in Conti-nental Europe, a new survey has revealed.

Groups such as River Island and New Look in the UK have been making about 60 per cent return on capital each year and achieving double digit increases in sales. In contrast the best return from a quoted company came from Benetton of Italy which managed a 45 per cent return on capital.

The worst performers were less focused groups such as Hertie, Dyckhoff and Boecker in Germany which saw sales fall and produced zero or negative return on capital.

The survey, by Kurt Salmon Associates, the management consultant which specialises in consumer industries, compares published financial data for European clothes retailers over three years between 1993 and 1995.

Top of the table comes Oasis, the UK women's fashion retailer which, although now quoted, was privately owned for most of the period under study. It achieved a return on capital of 72 per cent and annual sales growth of 44 per

Oasis was floated in June 1995 at 148p, since when the shares have risen to 390p.

In second place was River Island, the menswear chain owned by Lewis Shops and created out of the old Chelsea Girl and Concept Man chains. It managed 18 per cent annual sales growth and 59 per cent return on capital. River Island ket soon.

The aim of the survey was to see how different management attributes related to financial returns.

Mr Alan Braithwaite, vicepresident of KSA, said: "The most successful companies are those that have tight financial controls and which remain focused with relatively few brands and a clear target market.'

The form of ownership was not found to be a significant influence on success but the strength of many privately owned chains may come as a Lex. Page 18 | surprise to industry observers.

Disney negotiates refinancing deal on \$596m loan

By Edward Luce in London

Walt Disney, the US entertainment company, has egotiated a ground-breaking deal to refinance a ¥73.4bn (\$596.74m) loan which is backed by future royalties from Tokyo Disneyland - the most visited theme park in the

The arrangement, which bankers have called Dwarfs -Dated Widely Auctioned Royalty Financing Structure - is designed to reduce the interest costs on the loan Walt Disney originally took out in 1988. It is intended to eliminate the risk associated with fluc-

tuations in the yen-dollar exchange rate during the remaining 11 years of the loan's life. "By monetising [securitising] its future royalties, Walt Disney has taken the perfect

in the yen-dollar exchange rate," said Mr Tom Skwarek. head of global finance at HSBC Markets, lead manager of the refmancing deal. Tokyo Disneyland is owned by Oriental Land, a Japanese

property group listed on the Tokyo stock exchange. Walt Disney's loan is backed by royalties in gate receipts and concession fees which it receives from Oriental Land.

The refinancing is the latest in a series of "securitised" deals to have hit the market. Securitisation enables the borrower to raise money backed by future earnings from its business. In 1992 Disney became one of the first "intel-



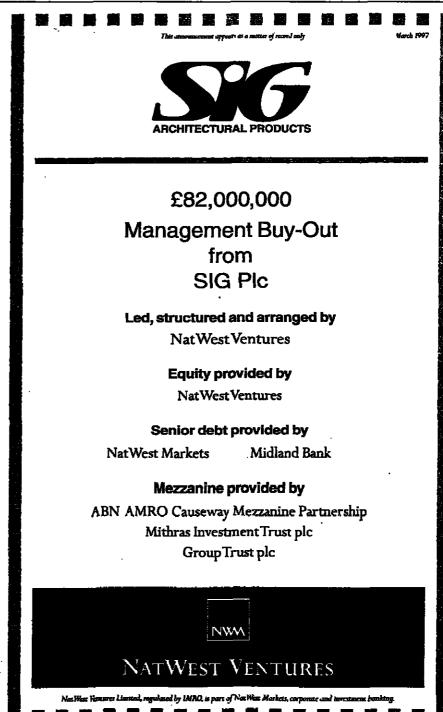
backed by copyright royalties With royalties earned from the theme park, Walt Disney will service the Y73.4bn loan at an annual rate of 3 per rate it was paying on the securitised 20-year loan arranged by Citibank in 1988.

The 6 per cent interest cost which Walt Disney negotiated in 1988 reflected the cost of debt in Japan at the time. But the recession in Japan has hedge on future fluctuations pushed short-term interest rates to below one per cent.

Officials in the syndicate, which comprises HSBC, Citibank, the Long Term Credit Bank of Japan and Dai-ichi Kangyo Bank, say the refinancing has several unusual features. Unlike most securitised loans, payments will be at a floating rather than at a fixed rate of interest.

The royalties will be paid into a separate company which is incorporated in the Cayman Islands - an offshore financial centre in the Carib-

HSBC Markets will conduct an auction at three-year intervals when the coupon naid to lenders escalates from 80 basis lectual property" companies points over Japanese Libor to to securitise its future earn- 60 basis points and 90 basis ings with a \$400m debt issue points respectively.



COMPANIES AND FINANCE

Pay-outs to policyholders likely to exceed original £365 indicated by Prudential in its offer

ScotAm decision could be tomorrow

By Christopher Brown-Humes

The climax to the £2bn auction for Scottish Amicable is expected this week when one of three bidders -Prudential, Abbey National dent – is named as winner.

The news will be accompa-

Shareholders in P&O, the

UK shipping and property

group, face a trying week

with the company's pre-tax

profits forecast to fall by

£20m and limited news of

progress with its planned

£1bn divestment programme.

pre-tax profits at about

£300m tomorrow, down from

The company last week

denied reports it had post-

poned the flotation of Bovis

Homes, its UK house build-

ing operation with net assets

the first quarter of 1997.

businesses and property

worth about £1bn over three

years. In 1996 it sold busi-

made property disposals

P&O will be hoping

lloyd, the Dutch transport

group, will reduce pressure

to make disposals.

P&O is expected to report

Rough waters

P&O investors

of about £260m, and said the now be passed to Mr Ian sale was due to take place Lang, the trade and industry

this year. It had previously secretary, on April 4. If the

suggested it might happen in MMC report recommends an

Last March, P&O could go ahead immediately.
announced it would sell However, analysts suggest

nesses worth £147m and companies operate below

improving conditions in its from Eurotunnel, the chan-

cruise business and last nel tunnel operator, is likely

tainer operations with Ned- tors' predicament.

additional pressure following operations.

Income before operating expenses

OTHER INCOME (EXPENSES)

(Losses)/Gains on investment securities

Other income/(expenses)

Donations and charitable contributions

Gains/(losses) on disposal of fixed assets

Total operating expenses

Net income from operations

Income from trading securities

TOTAL INCOME (EXPENSES)

forecast for

vices groups.

It is understood the result will be announced tomorrow or Wednesday. "We don't know whether a decision has or Australian Mutual Provi- been made yet," the Prudential said yesterday.

How policyholder bonuses nied by details of special are paid will depend on the bonuses for the UK mutual structure of the winning life insurer's 1.1m policy- candidate's bid. But pay-outs

lloyd's profits had been

"whipped" by low margins

in the container market.

About 11 per cent of P&O's

1995 operating profits came

from its container business. Hopes that Lord Sterling

of Plaistow, chairman, might

offer good news on the pro-

posed channel ferry merger

with Stena, the rival opera-

tor - in time for the summer

peak season - have also

been dashed now the Monop-

olies and Merger Commis-

sion's report has been

delayed. It was to be com-

pleted on March 6 but will

unconditional merger, this

However, analysts suggest

conditions will be attached

that are likely to delay the

merger and mean the ferry

capacity during the peak

Continued competition

bonanza from financial ser- and Abbey National when surplus capital backing the they made their original offers last month.

At that time, Prudential offered policyholders an average of about £365 in cash or shares, with a similar amount added to policies as part of its £1.9bn offer for the mutual.

Since then, all three bidders have found ways to repcurrent with-profits fund to outcome Scottish Amicable plans to send out a policybe made available to policyholders. Analysts say the shead of a vote in June and winner could top £2.2bn. likely finalisation of the SBC Warburg, adviser to

transaction in the autumn. Scottish Amicable, has The circular will contain stressed that the highest headline figure may not offer details of all the offers, and the best overall terms to the reasons for accepting the winner. The mutual has accepted that its own plans

policyholders. But this could add to the

holders, adding to this year's will probably exceed the lev-licate the structure of the group's headaches, given the to demutualise ahead of a £25bn demutualisation els indicated by Prudential Prudential's bid, allowing possibility that one of the flotation in three to five to demutualise ahead of a losers may challenge the years time are dead.

The conclusion of the auction will throw a spotlight holders circular in May, on other medium-sized life mutuals that analysts believe could make attractive targets for the unsuccessful bidders. AMP has said if it fails to win Scottish Amicable, it will look to buy another as a platform for expansion in Europe.

GWB hits Atlanta as

Yorkshireman to lead it.

eventually selling out.

Mr Clarke said Atlanta

first base By Clay Harris

national expansion and appointed an expatriate

pany controlled by Mr Tony Gariland and several former colleagues at FKI, will amnounce today the selection of Atlanta as headquarters for its US operation and name Mr Bryan Clarke, aged 48, as chief executive.

Mr Clarke, president of

GWB had previously announced its intention to repeat this formula in the regionally based "mirror

had beaten out Chicago as the site for the first operation. He said: "The competition for this sort of investment is intense, but it is less so in the south-east. It's a

Gartland Whalley and Barker, the Halifax-based industrial corporate developer, has chosen the southeastern US as the most fertile ground for its first inter-

GWB, an Aim-traded com-

Durkôpp Adler America, a German-owned maker of industrial sewing equip-ment, has worked in the US since 1986. In the UK, GWB has bought small private manufacturing companies, expanded them by acquisition and then floated them on the stock market before

US by creating up to four

good place for us to cut our



Bryan Clarke: to head

NEWS DIGEST

PizzaExpress damps bid talk

following a big rise on Friday in the restaurant group's.

を 1000 では、 1000 では、

وردند.

They have risen more than 40 per cent this month on Friday they rose more than 100p before settling 57p higher

Mr David Page, chief executive, sald: "We have the highest p/e in the sector. If you were on the board of another company you would probably be asked to resign if you suggested a hid at these levels. "In four-and-a-half years [since the 1993 flotation]

nobody has ever approached us with an offer." The company said recent gains in the shares reflect the level of growth. PizzaExpress plans an additional 30 res-taurants over the next 12 months as well as increasing the the return from its existing outlets.

On Friday the shares stood on a prospective p/e of 44, based on forecasts by USS, the house broker.

Virgin Cinemas at £13.5m

Virgin Cinemas yesterday said its 26 multiplex sites, retained after the sale of 90 traditional cinemas to the ABC chain in May, made operating profits of £13.5m in 1996, up from £7m.

The result, its first full year under the ownership of the Virgin group, came with the news that capital investment will increase from £11.7m last year to £34.5m this year, the company plans 20 new cinemas within three years.

Chas Taylor losses deepen

Charles Taylor, the insurance services company which floated in October, amounced increased full year losses of \$5.34m for 1996 against £2.09m the previous year.

The company was hit by exceptional charges of £7.31m (£2.66m) for restructuring; there was also a £1.82m (£2.08m) charge for exceptional remuneration. Stripping these out, the company reported underlying pre-tax profits of £3.8m (£2.6m) which matched directors' expectations. Turnover was 6 per cent ahead at £20m.

Tyzack looks to future

Tyzack Precision, until December known as Surovein, has witnessed a fundamental improvement in structure and prospects" over the past six months, according to Sir James McKinnon, its chairman. Both changes stem from the sale of its surface treatment division to US Filter for

Sir James said the sale of the division for an attractive price left the group with cash resources of film with which to pursue its acquisition programme.

There was a pre-tax loss of £612,000 in the half-year to January 31, compared with a £211,000 profit. Sales increased to £18.7m (£17.5m):

Carclo in £25.6m acquisition

Carcle Engineering Group, the specialist wire and technical plastics concern has acquired for £25.6m cash the technical mouldings division of EIS Group.

Carclo directors said they intended to add value and generate further growth in the division through a focuon margin improvement and selective capital expenditure Net assets of the division were £12.3m as at December 3

Speciality Shops slips

Speciality Shops, the property company which concen trates on shopping centres, reported a fall in 1996 pre-tar profits from £907,000 to £786,000 as rental income affected by property disposals in 1995.

Pemberstone jumps to £2m

Pemberstone, the enlarged property group, lifted pre-ta: profits to £2.07m in 1996, against £373,000 for the previous 18 months. Turnover reached £9.4m (£1.36m), while cash generated from operating activities grew from £171,000 to

Pemberstone also announced that its offer for Roman Recoveries was unconditional, with the company and it concert parties now in control of 86.4 per cent of the

WEST RAND CONSOLIDATED MINES LIMITED ('WRCM') (Incorporated in the Republic of South Africa) (Registration number 01/01978/06)

Notice of a general meeting of WRCM shareholders

Notice is hereby given that a general meeting of shareholders of WRCM will be held in the Boardroom, 5th Floor, First National Bank House, comer Fredman Drive and West Street, Sandown, Johannesburg at 09.00 (South African time) on Monday, 14 April 1997, for the purpose of considering and, if deemed fit, passing with or without modification, the following ordinary resolution:

"Resolved that, subject to the approval by a 90% majority of the votes cast by West Rand Consolidated Mines Limited ("WRCM") shareholders as are present or represented by proxy at the general meeting of WRCM convened to consider this ordinary resolution, the resolution passed by the board of directors of WRCM whereby WRCM will not take up its pro rata entitlement of 19 947 071 shares in Kalahari Goldridge Mining Company Limited (Registration number 82/02818/06) ("KalGold"), a major subsidiary of WRCM, as a consequence of KalGold having issued a total of 27 585 780 new ordinary shares through a capital raising exercise, be and it is hereby approved."

An ordinary shareholder entitled to attend, speak and vote or abstain at the general meeting is entitled to appoint one or more proxies to attend, speak and vote or abstain in his stead. A proxy need not be a member of WRCM.

Forms of proxy set out the relevant instructions for its completion for the use of ordinary shareholders who may wish to be represented at the general meeting. The completion of a proxy will not preclude an ordinary shareholder from attending and voting or abstaining at the general meeting in preference to such proxy. Forms of proxy are available from the office of the United Kingdom Secretaries, Viaduct Corporate Services Limited. 19 Charterhouse Street, London EC1N 6QP.

Duly completed forms of proxy must be received by the relevant transfer secretaries of WRCM by not later than 09.00 (South African time) on Thursday, 10 April 1997.

A holder of a share warrant to bearer who desires to attend or be represented at the general meeting must comply with the "Conditions governing share warrants" currently in force. Thereupon a proxy or an attendance form under which such share warrant holder may be represented at the general meeting will be issued.

20 March 1997

Notes

i) Copies of WRCM and KalGold circulars have been posted to registered shareholders today and are available for holders of WRCM share warrants to bearer from the office of the United Kingdom Secretaries.

ii)Copies of the audited results of WRCM for the year ended 31 December 1996 are due to be issued on 26 March 1997 and will be available from the office of United Kingdom Secretaries for holders of WRCM share warrants to bearer after that date.

The times they are a'changing: Ron Wood is the membership secretary of a health club

It's only rock and roll but it finances a health club

Ron Wood, who is used to singing for his supper as one of the Rolling Stones, is looking for further satisfaction through a worldwide chain of health and fitness

year's merger of its con- to aggravate the ferry opera-The guitarist has guaran-Analysts said the MMC teed a bank facility of £1m to report is likely to recomthe Harrington Club, which mend continued competition aims to be the first in Lon-But analysts suggested the in freight but the operators don to combine exclusive profits may come under might merge passenger social and top-notch health

facilities under one roof.

The club committee diss in South Kensington. includes such celebrities as tennis star Andre Agassi, jockey Frankie Dettori, and was successful, the club film star Keifer Sutherland. would open near the end of Mr Wood is the membership

The Harrington Club,

(in thousands of Sandi Rivals)

Mr Conor O'Brien, finance director, said that if the offer this year. The company would seek a listing on Ofex. with the ambition of moving

which is advised by Pannell to Aim. With a planned ini-Kerr Forster, is seeking to tial 2,650 members, the club raise £2m through the offer- was budgeting for revenues ing of 2m shares. The offer of just over £4m and profits closes on April 4, when the of £532,000 in 1998, he said. It group plans to start spend- would look to open clubs in ing a total of £3m converting cities such as New York and the old Pineapple dance stu- Los Angeles.

THE NATIONAL COMMERCIAL BANK

A GENERAL PARTNERSHIP - C.R. 1588

FINANCIAL HIGHLIGI

As of 31 DECEMBER 1996

1995 **BALANCE SHEET** Cash, balances with SAMA and due from banks 15,299,042 16.019.945 15,835,060 Trading securities, and Investment securities, net 20,159,085 Loans and advances, net 38,883,905 39,366,248 Fixed assets, net 1,713,133 1,642,551 Other assets and other real estate 3,795,907 TOTAL ASSETS 80,052,588 76,659,711 LIABILITIES AND PARTNERS' EQUITY LIABILITIES Total deposits: 55,920,415 10,792,345 (Customer's call, time, saving deposits and other deposits) 58,004,080 Due to banks 11,430,821 Other liabilities 2,962,847 2,674,615 TOTAL LIABILITIES 72,397,748 69,387,375 PARTNERS' EQUITY 6.000.000 6,000,000 Statutory reserve Retained earnings 1,500,871 153,969 1,272,120 216 7,654,840 **Total Partners' Equity** 7,272,336 Total Liabilities and Partners' Equity 80,052,588 76,659,711 CONTRA ACCOUNTS 124,192,701 99,470,392 STATEMENT OF INCOME FOR THE YEAR ENDED 31 DECEMBER 1996 Total operating income 5,320,304 5,077,589 Less: Cost of funds 2,432,835 2,673,226

NET INCOME 915,007 700,288 For a copy of our Answal Report 1996 : Contact: <u>Mr. Farouk Eld,</u> Manager, Corporate Public Relations, istional Commercial Bank, P.O. Box 3555, Jeddah 21481, Sandi Arabia, Tel 966 (2) 644-664 Frz. 966 (2) 644-6468

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(54,074)

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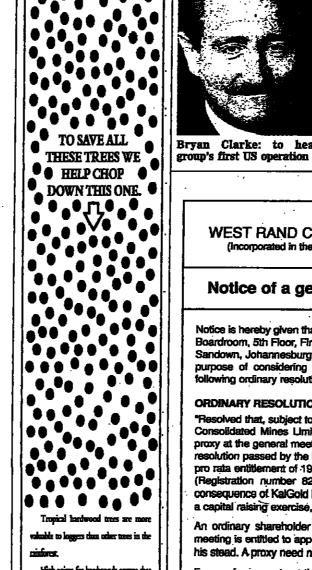
(2,705)

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High prices for bandwoods easure that loggers have no qualent about destroying other trees that stand in their way. So 2 WWF project in Costa Rica is researching ways of felling a tate without bringing down several others around it. And how to remove it without buildozing a parls discogn the succombing acces.

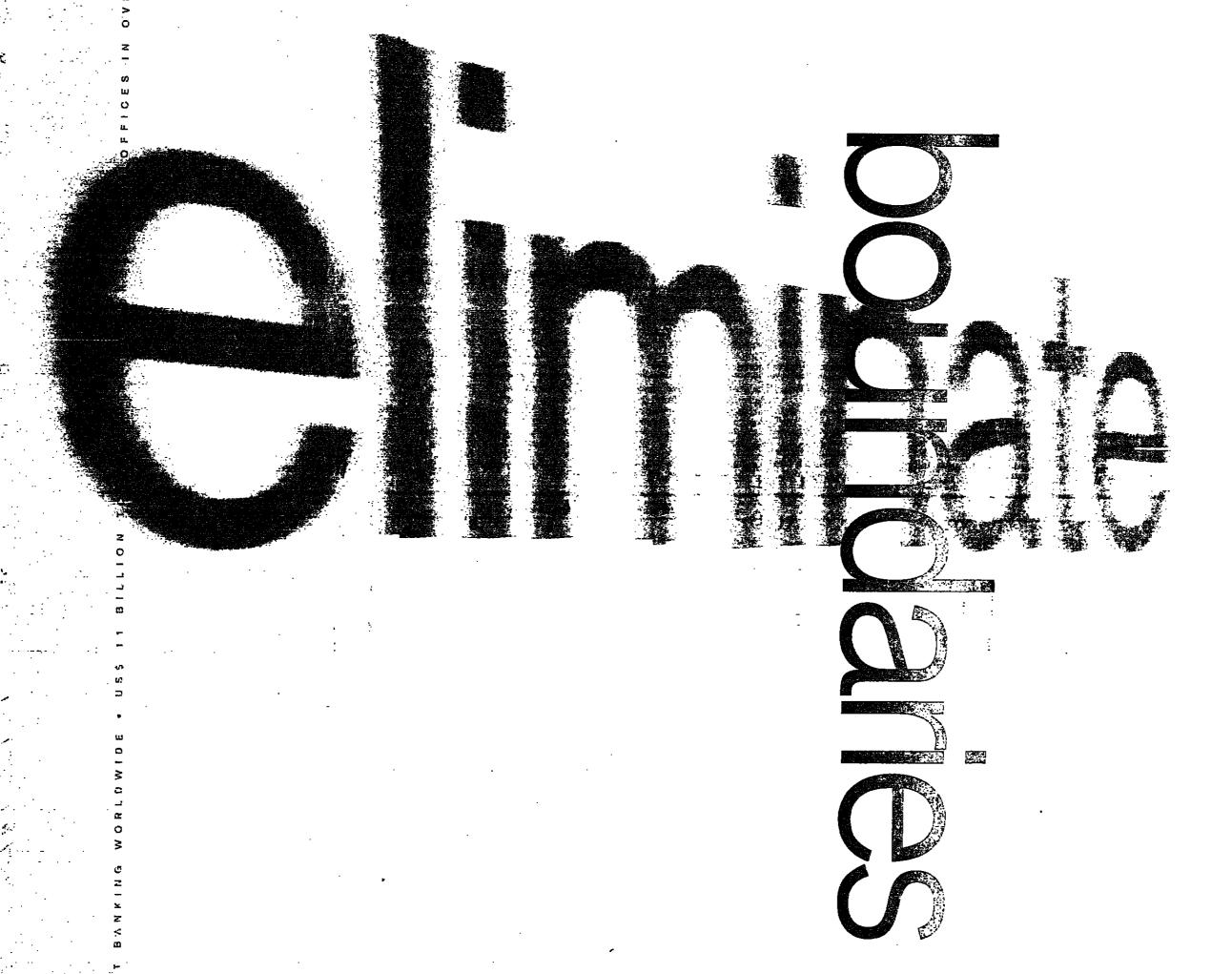
if the miniment are used wisely, they can be used fourver. Help WWF prove this in minforests around the world, by



World Wide Fund For Nature Comments World Widdle Franch

amps bid tak

Success starts with an attitude. A confidence that you can integrate ideas with knowledge to change forever the way business approaches a challenge. The greater the resources, the greater the possibilities.



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Buenos Aires set to authorise Encotesa sale Wharf

By Andrea Campbell in Buenos Aires

The privatisation of Argentina's state-owned postal service, Encotesa, is expected to be authorised in the next few days by a decree by Mr Carlos Menem, the country's president.

The decree envisages that the postal network is handed over to the highest bidder in September, said the president of Encotesa, Mr

To assuage fears of the creation of a monopoly by private local

mail providers, a last-minute per cent of Encotesa sales will be now stands at 23,000 pieces of mail included in the privatisation ally. To date, the national postal decree guaranteeing "competitive market conditious". Mr Puricelli and Sweden have expressed intersaid. However, the clause did not est in Encotesa, which registered exclude local companies from bid-sales of \$487m in 1996 and an estiding for the concession.

According to the terms of the decree, the winning bidder will invest \$25m a year in the company for the first 10 years of a a postal volume 50 per cent 30-year concession. Bidding is greater than Encotesa's and be 50

"anti-monopoly" clause had been reinvested in the company annuservices of Canada, France, Italy mated operating deficit of \$23m. down from \$58m in 1995.

To qualify for the concession, interested companies must handle expected to open at the end of percent more efficient. Encotesa's productivity rate, which jumped From then on, approximately 1 38 per cent last year from 1995, allowed to exceed current levels

delivered for every one of its 20,000 employees.

In order not to limit the number of bidders, Mr Puricelli said, the government has dropped a condition requiring buyers to be headed by a member of the Universal Postal Union. Instead, an UPU member can act as a technical consultant and guarantor to the winning consortium.

Postal rates, originally scheduled to be cut by nearly half for cards and letters, will not be

once the privatised Encotesa tion, will; according to those who begins competing with some 300 oppose it, favour the postal entreprivate postal companies operatwas deregulated in 1993.

ever, in an effort to see whether tariffs could be lowered.

The government is pushing for Encotesa's privatisation before October Congressional elections in order to disarm political opponents who have "prejudiced" the privatisation, Mr Puricelli said. The mail company's privatisa-

preneur and sometime friend of ing in Argentina since the market President Menem, Mr Alfredo Yahran, the man claimed by for-The rates may come under a mer economy minister Mr regular three-year review, how- Domingo Cavallo to be at the centre of attempts to take over the country's postal system.

The government is absolutely certain of the transparency of the procedure and we want to privatise before the elections, so nobody can come back at us and say that we were trying to hide some

earnings below

Kong property and infraappointed the market with a 25 per cent drop in net carnings to HESE.74bn (USESSAM) lest year from HESS.6bm. Stripping out 1995 exceptional thems of HESE.51bm, profits rose 25.4 per cent to HESE.65bm. Core samplings were below

nelysts revised downwards their expectations for this year. The biggest discrepan-cies casts from lower than HE\$300m last year, and harply higher losses at the cable TV arm. Wharf Cable lost about HK\$580m before

Wharf also suffered a blow in its port interests. Modern Terminals Limited (MTL), which was consolidated into the group last May after Wharf lifted its stake to 50.8 per cent, lost a Mg customer, Hyundai, after the Korean shipping group joined an alliance served by a different Hong Kong port.

Hyundal had accounted for 13 per cent of MTL's ibroughput, but organic growth saw the total modestly, from \$11m tens (20ft equivalent multi) at the Mr Goosaga Li, obstruct and chief executive of Wharf, said the mu strated Wherf's suc cess in strengthening its

"Double-digit growth of that magnitude in the challenging environment experienced in 1986 is more tha satisfactory," he said.

Earnings per share fell 26 per cent to HE\$1.28 last year. Stripping out exceptional items, earnings rose 28 per cent to HE\$1.18. A final dividend of HE\$0.84 is proposed, 3.7 per cent up on

Philips to limit reliance on new products

By Gordon Cramb

Philips, Europe's largest is to limit the extent to which it stakes its future on rewards in expensive and risky innovations.

Mr Cor Boonstra told his first annual meeting of break out of this cycle of shareholders since he took over as president of the the contrived optimism that Dutch company last October: Whenever I see Philips referred to as a gambling closing or selling a swathe of stock, I am filled with dis-underperforming units. may." The shares were volatile, he acknowledged, and had underperformed over the past decade.

The company - in earlier years inventor both of the compact disk and the failed V2000 video system - came close to bankruptcy in 1991 but recovered to achieve record net profits of Fl 2.52bn (\$1.33bn) four years later before sliding back into a F1590m loss last year.

We overestimated our growth potential, geared up our organisation accordingly, and in this way incurred excessive costs and failed to apply the brakes in time." Mr Boonstra said.

"Again and again we have proved vulnerable to market cycle, to success or lack of success with a particular

product. We then put all our faith consumer electronics group, in a new invention, a new product, as if it is some magic wand that will solve product breakthroughs - all our problems with the aiming for predictability in market, the competition and growth rather than seeking price erosion. And if it fails to live up to its promise, we suffer a setback.

"We are now seeking to all-or-nothing offensives and accompanies them.

Philips, which has been would "not, for the time being, be embarking on any risky new ventures", concentrating instead on improving management and seeking growth in its remaining

"This may not sound very spectacular, but that is the very point I'm making: we want more certainty, we want to become more predictable," said Mr Boonstra, 59, who joined the group in 1994 from Sara Lee, the foods manufacturer. Shareholders at the

Amsterdam meeting grilled him for more than an hour on prospects - he reiterated that double-digit growth should be possible in future - and of his lack of overall fluctuations, to the trade strategy. This would come



Cor Boonstra: wants Philips to become more predictable

stra assured them. Tributes came from the floor but not from the podium for Mr Jan Timmer. his predecessor, to whom the new chief referred only Last month Mr Timmer

by early next year, Mr Boon- made an abrupt and unex-

plained departure from the company's supervisory board, to which he had been elevated on retiring from management. Under Mr Boonstra's cuts a number of projects from the Timmer

Placer Dome gives up stake in Marcopper investment in Marcopper

Placer Dome, the Canadian handed back its 39.9 per cent stake in Marcopper, the Philippine mining group involved in a serious spillage last year.

The withdrawal closes a difficult chapter for the Canadian group in its involvement with Marcopper. Last March, the Philippine company spilt 2m tonnes of waste from its copper mine in Marinduque island into the Boac river, triggering more than 2,000 claims totalling 19m pesos (\$722,000) for lost income and

last year, taking a \$48m charge against earnings. The transfer of shares will not result in any profit for the Canadian group. Mr John Willson, chair-

man and chief executive of Placer Dome, said the group had been discussing withdrawal from the copper mine more than two years ago, fol-lowing its decision to concentrate on gold mining. The company remains involved in the Philippine gold min-

The Canadian group said its decision to hand back its stake would not affect its commitment to cleaning the fund a government environ- accident.

mental fund dealing with the claims. Less than 30 per cent of the waste remained in the river or on its banks, it said. The international trade association of the Philippine mining industry is negotia-

ting with the department of environment for a new fiscal regime to revive the stagmat ing sector and pave the way for new exploratory licenses for international groups. Earlier this month, foreign mining groups warned that the government proposal for

an additional 15 per cent levy on profits might make the country uncompetitive. The granting of exploratory licenses has been put river. It would continue to on hold since the Marcopper

Pan Am World Airways to merge with Florida airline

By Richard Tomicins in New York

Pan American World Airways, the reincarnation of the US airline that went bankrupt in 1991, is embarking on a big expansion by merging with the Floridabased Carnival Air Lines, a privately held airline that carries mainly leisure travellers. The deal revives a plan the two drew up last July, but which subsequently fell

Pan American began operating as a new entity independent of the old Pan Am last September. It has been flying four Airbus A-300 aircraft, offering cut-price spanning New York, Los Angeles, Miami, Chicago and San Juan in Puerto Rico, In contrast. Carnival Air Lines has a fleet of 27 aircraft, including nine A-300s, flying between south Florida, the north-east. California and

Carnival Air Lines is owned by Florida billionaire Mr Micky Arison, who said it had lost money after the crash of a ValuJet Airlines aircraft last year. The crash travel on a network of routes put passengers off airlines with little-known names. Mr Arison is swapping his Carnival Air Lines holding for a 42 per cent stake in Pan Am, and will make a \$50m capital investment in the company. Separately, Pan Am plans to raise \$30m with an issue of convertible preferred stock.

Jupiter Geared Cap & Inc Tst. 1999 1.6p

Lloyds TSB Perp FRN 2167.89

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Pf 3.5p Mansfield Brewery 111/2% Db

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THE WEEK AHEAD

DIVIDEND & INTEREST PAYMENTS

TODAY Adelaide Bank FRN 1998 \$14.90 All Nippon Airways 6.35% Nts 2000 Y635000.0 Asian Dev Bank 101/4% Ln 2009 £256.25 Birmingham Midshires Bldg Scty FRN 2005 232666.78 Boots 101/4% Bd 2017 £2531.25 E2331.25 British Land 8%% 1st Mtg Db 2035 4.4375p Commercial Loans on Inv Prop (No 1) Class A Comm Mtg Bckd FRN 2009 £123.75 Do Class M1 £188.31 Do Class M2 £193.30 Do Class B £266.85 Eksportfinans Sb FRN 2002 Ford Credit Europe FRN 2001 Furukawa Elec FRN Mar 1998 Y17578.0

Do Jun 1998 Y17578.0 Glory 5.6% Bd 2000 Y560000.0 Greenalls 111/2% Db 2014 25.75 Do 7% Cv Sb Bd 2003 3.5p Guaranteed O'seas Loan Fin (No 1) Sec FRN 2007 22784.53 Int Bank for Rec & Dev 91/2% In 2010 £4.75 Leumi Int Invs Gtd FRN 1997 \$309.65 \$309.65 Midland Bank Und Prim Cap FRN (Sep 1985) \$306.49 Mountview Estates 12p NSK 2.8% Bd 1998 Y2800000,0, Do 3.1% Bd 1998

Sevem Trent 11%% Bd 2001 2581.25 Sidlaw 7%% Un Ln 2003/08 Spain 11%% Ln 2010 £293.75

Ramsdens (Harry) 4p SGW Fin Gtd FRN 1998 NPK Vintage Limited

Katakura Chikkarin Company Limited U.S. \$47,750,000 4% per cent. Secured Notes due 1999 Adjustment to the Purchase Price NOTICE IS HEREBY GIVEN that Karakaus Chikharm Company Limited (the "Company") has resolved at the meeting of the Board of Directors held on 27th Februare, 1997 to split shares of common stock of the Company (the "Shares") owned by the shareholders appearing on the register of shareholders of the Company as at the close of such register on size March, 1997 (Japan time) at the care of 105 Shares to one Share held by them, provided, however, that the facetions of a full Share occurring upon such stock split shall be add on a whole and the proceeds of the sale shall be distributed to the shareholders crutifed thereto in

NPK Vintage Limite 4th March, 1997

Morgan Guaranty Trust Company of New York PTE 15,000,000,000

Floating rate notes

due March 1998 The rate of interest for the period 24 March 1997 to . 23 September 1997 has been set at 6.1975% per annum. Interest payable value 23 September 1997 will amount to PTE 3.107.24 per

Agent: Morgan Guaranty Trust Company JPMorgan

ADELAIDE BANK LTD US\$150,000,000 Floating Rate Notes due 1998

March 1997 to 23rd June 1997 m interest rate of 5.94063% per US\$10,000 will be US\$151.82 on

24th June 1997.

BARCLAYS BANK FLC A ANGEL COUNT BARCLAYS

Standard Chartered Und Prim Cap FRN 282.45 Toda Dual Basis Nts 1998 Y30000000.0 Treasury 21/2% IL 2001 92.4336 Woolwich Bldg Scty FRN 1999 £164.0 **■ TOMORROW**

ABF invs 51/2% Un Ln 1987/ 2002 1.375p Do 71/2% Un Ln 1987/2002 1.875p BG Bank Sb FRN 2000 \$3495.09 British Land 87/9% Bd 2023 £443.75 Cable & Wireless Int Fin 85/4% Gtd Bd 2019 £862.50 Charlwood Alliance 71/2% Un Ln 1.875p Daiwa Und Gtd Sb FRN Y1438082.0 East Midlands Elec 12% Bd 2016 £1200.0 Fleming Worldwide Inc Inv Tst

1p Do Units 1p Fuji Bank Int Fin Perp Sb FRN Y143808.0, Do Und Sb Gtd Var Rate Nts Y20854.0 HIH Cap 71/96 Cv Cap Bd Hyder 10%% Bd 2002 2537.50 Japan Airport Terminal 6.4% Ed 1999 Y640000.0 Kvaemer 8% Un Ln 1994/99 Do 91/2% Un Ln 2000/05

£4.75 MTBC Fin (Aruba) Gtd Sb FRN 2002 \$3230.35 Manchester 3% Rd £0.75 Marston Thompson & Evershed 104% Db 2012 Metrolpolitan Water Board Chelsea Water 2%% Db 1897 £1.375 New Zealand 111/2% 2014

£287.50 Northern Elec 12.661% Bd 1999 £633.05 Northern Rock Bldg Scty 10%% Sb Bd 2018 £1037.50 Railtrack 9%% Bd 2006 £88.97 Do 9%% Bd 2016 £93.84 Royal Insurance 9%% Sb Bd

2003 £96.25 Sabre Int (No 2) Ser P Var Rate Nts 1998 Y17837.0 Svensk Exportkredit 8% Nts 2003 £800.0 Tendring Hundred Water 41/2% Rd Db £2.25 Tokyu Land 5.3% Bd 1998 Y530000.0 Treasury 8% 2009 £4.0 Wynnstay Prop 8%% Cv Ln 1992/97 24.007 Yorkshire Elec 15.8p

■ WEDNESDAY MARCH 26 BG 10%% Bd 2001 £108.75 British Land 6% Sb Irrd Cv Bd £30.0 Bd 134.0 British Telecom 8%% Bd 2020 236.25 Daily Mail & Gen Tst 5%% Exch Bd 2003 £28.75 Exchequer 121/4% 1999 £6.125 Finland 93/96 Nts 1997 297.50 Finsbury Undrwiting Inv Tst

0.8p Iseten 6.4% Nts 1997 Y640000.0 Y640000.0 Ishihara Sangyo Kalsha 5.35% Bd 1998 Y535000.0 Do 5.7% Bd 2003 Y670000.0 Ivory & Sime Optim Inc Tst 5p Kajima 6.35% Bd 1997 Y635000.0 Lawrence 1.65p Marubeni America Var Rate Nts 1997 Y5000000.0 National Grid 7%% Bd 1998

National Power 10%% Bd 2001 £1062.50 NT & T 6%% Nts 1997 \$68.75 North British Housing Assoc 8%% Gtd Sec 2016/20 £4.3125 Oxford Instruments 2.1p Powergen 8%% Bd 2003 2887.50 Salvesen (C) 34p Treasury 131/2% 2004/08 £6.75 Vaux 9%% Db 2015 £4.9375 Do 10%% Db 2019 £5.375 Do 1134% Db 2010 £5.875

THURSDAY MARCH 27 Abbev National First Cap Sb Gtd FRN 2002 \$27.81 Do Sb Clird FRN 2004

C351.61 Acres (No 1) Class A Comm Mtg Bokd FRN 2005 £61.79 Do Class M1 £176.38 Do Class M2 £185.92 Do (No 2) Class A Mtg Bckd FRN 2007 £154.27 Do Class M1 £165.66 Do Class M2 £175.19 Anglo Fin No 1 Mezz Sec FRN 2001 £1057.96 Do No 2 Snr FRN 2004 £76.13 Do Mezz Sec FRN 2004 £1395.96 Barings Gtd FRN 2001 \$14.42 Bass 10%% Db 2016 £5.1875 Do 41/2% Un Ln 1992/97

£2.25 Britannia Bldg Scty FRN 1997 E108./6 British Airways Cap 94% Cv Cap Bd 2005 4.861644p British Assets Tst 41/2% Pf 1.575p Do 5% A Pf 1.75p Do 5% A Pf 1.75p
Cable & Wireless Int Fin
10%% Gtd Bd 2002 £1037.50
Cheshire Bldg Scty Fltg Rate
Perm Int Brg £41.04
Compass 5.85p
Compass 5.85p
Concurrent Tech A Non-Rd
Cm Pf 49.86p
Do B 49.86p

Do B 49.86p

Do Cm Cv Rd Pf 87.49p Conred Ritblat 1,98p Courtaulds 7%% Un Ln 2000/ **05 £3.875** Graegmoor Fin Class A Sec FRN 2008 £1848.11 Do Class B £1901.26 Do Class C £2047.43 Daiwa O'seas Fin Gtd Fxd/ FRN 2002 \$9250.0 Durnyat Inv Tst 0.5p English & Scottish Investors 2.05p

Do Cm Rd Pf 87,49p

Do B 0.010938p Do 31/4% Cm Pf £1.875 Do 34% Cm Pf £1.875
Eve 1.5p
Ewart 0.7p
Filofax 1.5p
Fin Rovbls for Sec
Transactions Mezz
Asset-Bckd FRN 2010
£1937.93, Do Snr Asset-Bckd
FRN 2010 £808.62
Estrino C'sees Inv Tet 1.5p Fleming O'seas Inv Tst 1.5p F & C Inc Growth Inv Tst 0.8p Fullta FRN 1997 Y231282.0 GEC 3.28p GUS 5.5p Gartmore Micro Index Tst 1p Gartmore Shared Equity Tst

Geared Inc 2.475p Grosvenor Inns 3.025p Hairfax Bldg Scty Sb Var Rate Nts £170.14 Nis 2:170.14 Heath (Samuel) 3p Hewetson 0.85p Homer Fin (No 3) Class A2 Mtg Bckd FRN 2036 2148.25 Do Class A3 2161.91 Do Mezz £175.46 DO Mezz £175.46 Housing Fin 5% Db 2027 £2.50, Do 7% Db 2009 £3.50, Do 7% Db 2009 (Ser 2) £3.50 Indian Ribwy Fin FRIN 2003 \$341.17 Investors Capital Tat 71/4% Db Investors Capital 1st 7 k/% L 1992/97 £3.625 Irish Contl IR3.6p Ivory & Sime Enterprise Cap Stepod Rate Cv Un Ln 2000

Northern Foods 3.6p Northern Ireland Elec 5.5p Parma Food Jrn Asset-Bckd FRN 2000 L1911111.0 Do Snr Asset-Bckd FRN 2000 S1401.51 Primadona 2.5p Ragby Gtd FRN Oct 1997 \$4228.13 Residential Prop Sec No 3 Class A2 Mtg Bold FRN 2025 £1422.62 21422.62
Do Class B £1907.11
Rights & Issues Inv Tst 0.65p
Do Inc 9.5p
Royal Bank of Canada Fitg
Rate Db 2005 \$40.78
Schroder Split Fd 2.2p
Scottish Life Assurance 71/4%
Un Ln 1997/2002 £3.5625
Shirss Inc 1194 Cu Lin La Shires Smaller Co's 2.025p Somerfield 3.4p Southern Elec 1014% Bd 2002 £1025.0 Stars 1 Class A Fitg Rate Mtg Sec 2029 296.21 Sec 2029 £98.21 THFC (Indexed) 5.65% IL 2020 £3.2204 TMC Mtg Sec No 1 Mtg Bckd FRN 2014 £12.65 Thames Asset Global Sec No 1 Class A1 Asset-Bckd FRN

2037 £1269.94 Tokai Bank Nederland Fxd/ FRN 2002 \$9000.0 Treasury 8% 2013 £4.0 Updown Inv 18p Wells Fargo Sto FRN 2000 \$41.25 Westland 12%% Db 2008 £6.1875 Wilkinson & Riddell 5% Cm Pf Woolwich Bidg Scty FRN 1997 £158.67 Yasuda Tst Asia Pacific Gtd Amtsd Cap FRN 2004

FRIDAY MARCH 28 CALA 1.3p Dawson 28p Finsbury Growth Tst 5% Pf 2.5p Formosa Fd TW\$50.0 Do Units TW\$5000.0 Do IDR TW\$5000.0 London Elec 8% Bd 2008 €80.0

Y405000.0 NationsBank \$0.33 Nationwide Bidg Scly 114% Nts 1997 2562.50 Throgmorton Tst 1.4p Tops Estates 0.705p

M SATURDAY MARCH 29 Nottingham Water Anns Do (21.35) 20.675

E SUNDAY MARCH 30 Treasury 151/2% Ln 1998 Treasury 714% 1998 £3.625

UK COMPANIES

TODAY COMPANY MEETINGS: JKX Oil & Gas, 32, St. Mary at Hill, E.C., 10.00 St. David's Inv Tst, Queens Chamber, 2, North Street, Newport, 12.15 Temple Bar Inv Tst, 18, St. Mary at Hill, E.C., 11.00 BOARD MEETINGS: Finals: Arney Blue Circle

Brammer Capital & Regional Fired Earth Forth Ports Inchcape Jacobs Kingspan Mansfield (John)

Morgan Crucible

Newport
Omnicare
PPL Therapeutics
Plante

Scruttons Seafield Res Serif

Severfield-Reeve Sharpe & Fisher Sherwood T & S Stores Transtec Travis Perkins Ulster TV Waterford Wedgwood Northern Leisure Prolific Income

TOMORROW COMPANY MEETINGS: Allied Textile, Forte Posthouse Hotel, Clifton, Brighouse, W. Yorks., 12.00 Burlington, Honourable Artillery Co., Armoury House, City Road, E.C., 11.30 Continental Assets Tst, 1, Charlotte Square, Edinburgh, Eurocamp, Bridge Hotel, Prestbury; Cheshire, 2.30 Gardiner, Coopers & Lybrand, Minshull Street, Manchester, 10.30

Hanson, Royal Lancaster Hotel, Lancaster Terrace, W.,

London Fin & Inv, Honourable Artillery Co., Armoury House, City Road, E.C., 12.00

Nightfreight, Tranmere Rovers FC, Prenton Park,

BOARD MEETINGS: Baird (Wm) Bostrom Capital Inds Crean (James) Fleming Mercantile Hamleys Hodder Headline Holders Tech Hunting Kingsbury London & Manchester London Sec

Wirrali, 12.00 Seacon, 38, West Ferry Road, E, 12.00

McAlpine (A) Meristern New Ireland Quality Software Roskel **Ruttand Tst** Scholl Singer & Friedlande Alfied London Props Burn Stewart Distilleries Scottish Metrolpolitan Prop

■ WEDNESDAY MARCH 26

COMPANY MEETINGS: dough, Project Office Furniture, 26, Euston Road, N.W., 10.00 CCI, 1, Portland Place, W., 11.30 11.30
Concurrent Technologies, 4,
Gilberd Court, Newcomen
Way, Colchester, 4.30
Domnick Hunter, Mint House,
77, Mansell Street, E., 10.00
First Choice Holidays,
Farmers & Fletchers Hall, 3, Cloth Street, E.C., 10.30
Hanover Int, 100, Liverpool
Street, E.C., 11.00
Lonnho, Paragon Hotel, 47,
Lille Road, S.W., 11.00
Scottish American Inv, 45,
Charlotte Sultana Ediphysion Charlotte Square, Edinburgh,

12.00 Updown Inv., 12, Tokenhouse Yard, E.C., 11.45 Visual Action, Adelaide House, London Bridgs, E.C., 10.30 BOARD MEETINGS: ley (Ben) Construction

British Fittings Clinton Cards Dawsongroup Garton Eng Healthcall Johnston Grp Maiden Nichols (JN)(Vimto)

Brake Bros

Ruberold -UK Safety Barratt Devs City Technology Dominion Energy kcKechnie Thorpe (FW)

THURSDAY MARCH 27 COMPANY MEETINGS: Baring Tribune Inv Tst, 156, Bishopsgete, E.C., 12.00 Greenfriar Inv, 3, Finsbury Avenue, E.C., 2.15 wort Charler Inv Tst,

10, Fenchurch Street, E.C., 12.30
Rushmere Wynne, 4-5,
Harmill, Grovebury Road,
Leighton Buzzard, 11.00
Throgmorton Tat, 156, Bishopsgate, E.C., 12.00 BOARD MEETINGS: Finals: Brockbank Retranu Slough Estates Interims: Baillie Gifford Japan

F&C US Smaller Co's

Gardiner Trafford Park Estates

Company meetings are annual general meetings unless otherwise stated: Please note: Reports and accounts are not normally available until approximate six weeks after the board meeting to approve the preliminary results.
This list is not necessarily comprehensive since

companies are no longer obliged to notify the Stock Exchange or the companies of the compan

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A. ...

By Paul Betts in Milan

Parmalat, the Italian dairy products group, has stepped up its aggressive international expansion strategy with the C\$290m (US\$210.2m) acquisition of Beatrice Foods of Canada.

Under the deal, announced in Milan late on Friday, the Italian company will purchase a 75.1 per cent controlling stake worth C\$230m in the Canadian group. Citicorp, the New York bank which has been advising Parmalat, will acquire the remaining 24.9 per

Parmalat is acquiring control leveraged buy-out of the company. through acquisitions in Latin from three investment funds - KKR sold off many of the compo-Credit Suisse First Boston, Kermet nent parts of Beatrice Foods, Zurich and Cerberus. Citicorp said including the Avis rent-a-car busiits participation in the acquisition was a financial operation. The bank is eventually expected to dispose of its stake, probably by float-

ing its shares on the market.
Apart from boosting Parmalat's already extensive international activities, the deal marks a new chapter in the checkered history of Beatrice Foods in the last decade. In 1986, KKR, the group led by Mr Henry Kravis, the Wall Street corporate raider, launched a \$6.2bn

After the asset-stripping, Beatrice Foods was left with only its food business, which KKR sold in 1990. The following year Beatrice was the target of another leveraged buy-out orchestrated by Merrill Lynch, the US investment bank. It then underwent a series of restructuring and recapitalisation programmes, the latest only last

chairman, said the Beatrice Foods acquisition was one of the most significant the Italian company had undertaken.

Parmalat, which also reported a 27 per cent rise in 1996 sales to year would total more than L7,200bn with the Beatrice Foods acquisition. The company's gross operating margin rose 22 per cent

in New York

Amazon.Com, the Internet

bookseller, is expected to register this week to sell its

shares to the public in what

would be the first big stock-

market test of an Internet

Although a few other

Internet retailers have filed

to offer shares, none has the

profile of Amazon, which

bills itself as the world's

Internet retailing remains

small, but Amazon is consid-

ered one of its pioneers. Ana-

lysts at Forrester Research

estimate that electronic

retailing generated about

\$536m in revenues last year

and that annual revenues

Mr William Bluestein,

group director of new media

research at Forrester, says

Amazon has revenues of

reportedly turns a profit,

which remains rare among

pure Internet companies.

\$15m to \$20m. The company retailer,

could grow to \$7bn by 2000.

largest bookstore.

through acquisitions in Latin operating margin climbed 27 per America and eastern Europe, and cent to L470bn. Cash-flow in the US with its purchase four years ago of Atlanta Dairies. How-Beatrice Foods, which has 20 ever, Mr Calisto Tanzi, Parmalat's plants in Canada and three in the US, had sales of C\$921m last year. After its latest restructuring, it made an operating profit of around

est charges. Mr Tanzi also said the Italian L5,465bn (\$3,24bn), said sales this football team Parma, which he controls, was considering a listing on the London stock market along with a number of other Italian football clubs. Parma is currently sec-Parmalat has been expanding to L630bn in 1996, while its net ond in the Italian first division.

The company offers 2.5m

titles even though it keeps a

stock of only several hun-

dred thousand best sellers.

"If it's in print, it's in stock,"

Amazon claims on its web

Amazon was founded in

Seattle in 1995 by Mr Jeffrey

Bezos, a former Wall Street

investment banker, and

quickly built a reputation as

one of the smartest users of

Any offering is likely to

generate interest because of

Amazon's name recognition,

but the IPO comes at a diffi-

cult time, as technology

shares have been hit hard by

recent stock market turbu-

lence. The Pacific Stock

Exchange technology index

is almost 1 per cent below

last

February.

Internet technology.

Amazon.Com

set for IPO

Parmalat to acquire Beatrice Foods | CSFB moves into hi-tech C\$50m last year before debt inter-

By Lisa Bransten in New York

> Credit Suisse First Boston entered the lucrative world of high technology financing on Friday by taking a 25 per cent stake in Volpe Brown Whelan, a specialised San Francisco investment bank.

Through the deal CSFB, which is part of Switzerland's Credit Suisse, joins Union Bank of Switzerland and Germany's Deutsche Morgan Grenfell in the scramble to capture a share of one of the fastest-growing sectors in corporate finance

Until the mid-1990s, banking for small, rapidly devel- tenth place this year. oping high-tech and healthnumber of which are based in Silicon Valley – was the province of local specialist Montgomery Securities, miss". Robertson Stephens, and Mr which until Friday was

market. As technology companies try, larger firms from both said. the US and Europe have them.

the high it reached in mid-Last year, technology com-The company also faces panies accounted for almost competition. Barnes & a third of initial public offer-Noble, the biggest US book ings and 22 per cent of week merger and acquisition not yet offer. announced plans to offer activity, according to Securibooks through America

securities industry.

In forming an alliance with a San Francisco com-pany rather than hiring local talent, CSFB took a different approach from DMG and

UBS. UBS began assembling a technology group in Calif-ornia largely by raiding talent from other specialist banks in the region, while DMG staged one of the biggest assaults on the field last April, when it hired Mr Frank Quattrone and two other key figures from Morgan Stanley's high-tech hanking group.

The new team appears to and advisory services. Its be helping DMG make investment was just over inroads. Last year DMG ranked 21st in high-tech M&A work, but has reached

Mr Quattrone said there care companies - a large has been an increase in competition as large US and European banks have "decided this looks like a big investment banks such as market [they] can't afford to

Mr Stephen Hester, chief Hambrecht & Quist. Volpe, financial officer of CSFB, said the acquisition does not known as Volpe Welty, is a alter plans to build its busismaller competitor in that ness in growth companies internally. There are no plans to take a larger stake have become more impor- in the company, "but neither tant in the securities indus- of us has ruled it out", he

Mr Tom Volpe, president joined the battle to finance and chief executive of Volpe, said the deal was important because the company's clients needed products, such as high yield and convertible debt, that Volpe did

The deal will also give Volties Data, which tracks the pe's smaller clients access to potential partners in Europe.

BHP reports 69% advance

By Nikki Tait in Sydney

Stronger oil prices and rising copper production helped Broken Hill Proprietary, the Australian resources group, to report third-quarter earnings, to end-February, up 69:5 per cent at A\$378m (US\$297m) after tax.

total, including abnormal items, was up only 6.3 per cent over the same period of 1995-96, at A\$1.17bn. Excluding abnormals, the ninemonth profit was A\$1.06bn, a 2.6 per cent rise.

: Analysts were expecting a significant recovery in the third-quarter figures, with A\$145m, up 64.8 per cent on estimates of about A\$350m, last year, on revenues of so the result caused little A\$971m. The division beneexcitement. BHP shares, fited from higher production which had been trading at around A\$17.33 before the amouncement, ended Friday just three cents higher, at

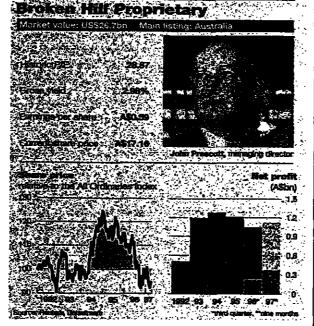
The strongest third-quarter performance came from BHP's petroleum division,

A\$246m, on revenues of A\$1.16bn, compared with A\$1.07bn.

The group attributed the result to higher oil prices. The average realised price stood at A\$31.36 a barrel in the third quarter, up from A\$26.30 in the same period a year earlier. There was also However, the nine-month a A\$16m contribution from the sale of US assets and a lower tax charge. However, BHP also noted that oil prices had peaked in January and had since declined.

The copper unit - which now takes in the Magma business in the US - posted third-quarter profits of and lower unit costs at the Escondida project in Chile and at Papua New Guinea's Ok Tedi mine. It also enjoyed higher realised cop-

results from its North Amerwhich doubled profits to ican and metals divisions iron ore operations. Reve-cent to 71.4 cents.



remained "unsatisfactory". It said cost-cutting moves were "in place", but that modifying the development programme at the giant San Manuel complex in Arizona would take "some months".

On the minerals side, prof-The group warned that its were flat at A\$105m, with higher costs in the coal and

nues were A\$1.23bn, against A\$1.19bn. The steel division saw

profits of A\$72m, compared with A\$44m, on revenues of A\$1.87bn.

Earnings per share in the quarter were up 65.9 per cent to 22.9 cents. The ninemonth total increased 4.1 per

LVMH

MOËT HENNESSY, LOUIS VUITTON

1996 NET INCOME FROM CURRENT OPERATIONS UP 6%

The LVMH Group's net income from current operations (before goodwill amortization and unusual items) totaled FRF 4,457 million in 1996, a 6% increase over the prior year.

Consolidated net sales totaled FRF 31,142 million in 1996, a 5% increase over the 1995 level. On a constant currency basis, sales would have risen by 6%.

Key 1996 developments were:

- The economic environment remained contrasted, with sluggish growth in western Europe, sustained growth in the US and UK, and a moderate pickup combined with deflationary trends in Japan.

- LVMH recorded a sharp pickup in sales in the second half of the year, with particularly impressive 13% growth in the month

- All of the Group's segments conducted highly successful new product launches, despite intensifying competition.

- Financial expenses were down sharply, chiefly reflecting the lower cost of servicing debt.

- LVMH pursued its strategic development in luxury goods activities with the acquisitions of a 61.25% stake in DFS. the world's leading distributor of luxury products, and of Celine and Loewe S.A.

- Consolidated net income after unusual items totaled FRF 3.683 million in 1996, as against FRF 4.047 million in the prior year. Negative unusual items of FRF 615 million primarily reflect the impact on consolidation of the sale of part of LVMH's stake in Guinness PLC.

Major 1996 highlights by segment of activity:

■ Champagne and Wines: Dom Pérignon. Moët & Chandon, Veuve Clicquot Ponsardin. Pommery, Ruinart. Mercier. Canard-Duchêne. The 5% growth in volumes sold, stable costs and higher selling prices fueled the rise in income from operations. ■ Cognac and Spirits: Hennessy, Hine, F.O.V. The sharp increase in sales volume, notably in the US, partly offsets the negative

impact of the deterioration of the product mix, chiefly due to lower sales in Asia, leading to stable operating margins. ■ Luggage and Leather Goods: Louis Vuitton, Céline, Loewe, Berluti. The uptrend in sales which began in August gained momentum in the fourth quarter. Céline and Loewe are included in the scope of consolidation for the first time in 1990.

■ Perfumes and Beauty Products: Christian Dior. Guerlain. Givenchy. Kenzo. Increased selectivity in distribution at Parfums Christian Dior - where sales to non-selective, or parallel, networks had reached excessive levels by the end of 1995 - had a sharply negative impact on operating margins of Parfums Christian Dior and of the segment as a whole. All of the year's launches - including Champs-Elysées by Cuerlain, Organza by Givenchy, Jungle by Kenzo - were very well received in the marketplace, with sales exceeding initial targets.

Excluding sales to the parallel distribution networks mentioned above, which were deliberately pared back, the LVMH Group gained market share in its four segments of activity.

In 1997, further growth should be recorded in all activity segments, thanks to the Group's strategy emphasizing innovation. creativity and new product introductions, exceptional product quality, and expansion of the distribution networks around the world. Growth should also benefit from the favorable economic environment in North America and from improved US dollar and British pound exchange rates against the French franc, partly offset, however, by the low exchange rate of the Japanese ven

In addition, with the acquisition of a controlling interest in DFS, the LVMH Croup should benefit even more from the growth potential of the Asia-Pacific region. DFS will contribute positively to Group net income from current operations (before amortization of goodwill) and cash flow in 1997.

On the basis of this outlook, the LVMH Group has set a goal of achieving another increase in sales and net income for 1997. The Board of Directors will ask the Annual General Meeting of Shareholders, to be held on May 29, 1997, to approve a net dividend of FRF 20.40 per share, an increase of 6% over the prior year level, payable on June 13, 1997.

Consolidated financial highlights are as follows:	1996	1995
Consolidated net sales	31,142	29,775
Income from operations	7,022	7,285
Net income from current operations	4,457	4,196

By segment of activity, sales and income from operations are as follows:	S	ales	Income from operations		
In FRF million	1996	1995	1996	1995	
Champagne and Wines	6,409	5,836	1,246	1,064	
Cognac and Spirits	4,885	5,277	1,560	1,678	
Luggage and Leather Goods	9,026	7,415	3,903	3,477	
Perfumes and Beauty Products	8,962	9,277	592	1,256	
Other Activities, including holding company expenses	1,860	1,970	(279)	(190)	
TOTAL	31,142	29,775	7,022	7,285	

INTERNATIONAL NEWS DIGEST

Venezuelan media group expands

Venezuela's Gisneros Group, the media and consumer products conglomerate, is to take over Argentina's Imagen Satelital, South America's largest subscriber television company, accelerating its expansion into Latin America, Cisneros will acquire Imagen Satelital for "an amount in excess of \$100m". a source said, adding that there were more acquisitions of North and South

American media companies in the pipeline. The deal would give Cisneros a foothold in the region's most developed cable TV market and increase its control of TV programming material. Imagen Satelital, whose principal shareholder is Mr Alberto Gonzalez, has more than 9m customers. Argentina has a 45 per cent cable TV market penetration, the highest in Latin America along with Mexico. The Cisneros Group is to pay cash but is in talks with international investment banks to refinance the acquisition later. Raymond Colitt, Caracas

AEX shares priced today

Shares in Amsterdam Exchanges are being priced today, placing a value on a stock market itself rather than on its listed companies. AEX, owner of the 25-share index of the same name and operator of the Dutch trading floors for equities, bonds, options and futures, is selling half its equity to institutional investors and those quoted on its boards, after becoming a limited company in January. Difficulties in assessing the worth of the issue were highlighted last week when ABN-Amro Rothschild,

co-ordinator of the offer, roughly doubled the indicative price range. The new level implies a maximum value for AEX of Fl 320m (\$169m), while on the original basis it could have carried a tag of just FI 140m. The increase in the asking price followed dissatisfaction from member companies in the associations which previously controlled Gordon Cramb, Amsterdam the Dutch markets.

French groups finalise merger

Suez and Lyonnaise des Eaux are finalising proposals for a merger of the two French groups which are due to be presented to their respective board meetings at the start of next week. The operation would end Suez's history as a diversified holding company and lead to the creation of a single group focused on utilities.

Individuals close to the negotiations said the deal was far from certain, with disagreements over the terms of the merger would take place and concern over the reaction of leading investors. The project is expected to be discussed at Suez on April 1 and at Lyonnaise des Eaux on April 2, ahead of publication of their results. Andrew Jack, Paris

Bre-X Minerals shares fall

Shares in Bre-X Minerals, the Canadian company which claims to have discovered the world's largest gold deposit in the Indonesian jungle, plunged to a 52-week low on Friday after doubts were raised about the size of exploitable reserves. Bre-X shares fell C\$2.25 to C\$15.20 following an Indonesian newspaper report that the Busang deposit on the island of Borneo contained less than the estimated 71m ounces of gold.

Last Wednesday, Bre-X's chief geologist, Mr Michael de Guznan, disappeared during a helicopter flight to Busang. Police said he had opened the door and jumped, after leaving a suicide note. After the week's double blow to Bre-X, Mr Rick Cohen, analyst with Toronto brokerage Goepel Shields, told Reuters: "I've concluded the only person who could ever make a movie out of this is Alfred Hitchcock. It's become so bizarre that people have lost any tolerance for staying in [the shares]." Clay Harris

UK side boosts Aegon

Aegon, the Dutch insurer, announced net profits for 1996 had risen 18.5 per cent to Fi 1.57bn (\$829m), with its UK operation, Scottish Equitable, performing particularly well. Aegon, which derives nearly 80 per cent of its profits from life insurance, reported net earnings per share of F15.93, up 15.9 per cent in terms of autonomous growth, and proposed a dividend of F12.79. Despite a "war chest" of roughly Fi lbn, Mr Kees Storm, chairman, said his company would focus on boosting autonomous growth and on operations in the Netherlands, the US. Britain. Gordon Cramb Hungary and Spain.

MOĒT&CHANDON

- Venve Clicquot Pousardin
- POMMERY
- Hennessy
- Louis Vuittor
- CELINE
- LOEWE
- Befum Christian Dior
- GURIAN
- KENZO
- GIVENCHY

THE WORLD'S LEADING LUXURY PRODUCTS GROUP

Global Investor / Philip Coggan

Bet on chicken entrails

he history of stock ual He looked at the history earnings growth but inves- year period, is that the divi-market forecasts of the US stock market to tor's willingness to give a dend yield would be less reveals that investors might just as well have used chicken entrails as Elliott waves or the analysis of economic fundamentals. But if it is difficult to make successful forecasts, at least it is possible to examine the ssumptions on which predictions are based. Henry Townsend, a Washington-based economist who used to swamped by the effect of work for the Bureau of Economic Affairs, has produced a paper on the subject.*

He breaks down total year. return into six components: the annual growth in real gross domestic product: inflation; the growth of dividends per share relative to GDP; the effect of reinvested dividends: the effect of in the 1980s, when the main changes in vield; and a resid-

see how those factors contributed to total return. Over the period 1929-96, GDP growth and inflation are obviously important but dividend reinvestment was the single most important factor, with a geometric average of 4.4 per cent.

However, over the period 1987-96, all three factors were lower dividend yields, which has offered a geometric average return of 6.5 per cent per In other words, the main

factor behind the rise in the market has been its continued re-rating by investors. This bears some similarity with the Tokyo stock market propellant was not superior higher rating to those earnings.

"While dividend growth should go on forever as a source of total return, sooner or later dividend yields must stop falling, there must be some limit to how low they can go" writes Townsend.

As an example, he cites the assumption of the US advisory panel on the future of Social Security that stocks can achieve a 7 per cent real return. Look at the planning horizon for Social Security of 75 years, take the figures for the residual and the growth in dividends relative to GDP at their recent averages, and assume, like the panel, a real GDP growth rate of 1.5 per cent per annum. The impli-

than 0.1 per cent. Pretty implausible.

The formula can be useful over much shorter periods. Townsend uses the concept "reversion to mean" saying that when price/earnings ratios are high and dividend yields low, as they are today, there seems to be a tendency for prices to revert to more normal valuation levels.

GDP growth, 3 per cent inflation and 0.3 per cent per annum in dividends relative to GDP over the next 10 years, then dividends will grow by a cumulative 69 per cent over the period. On the modest assumption

If one assumes 2 per cent

that the dividend yield rises to 2.5 per cent by the end of

Factors of total return-

102	PAN.	不能					
Ploot 65	8.2	14.4	7.1	0.9	7.3	11.7	12.8
60 M							
dot 3.5	4.1	3.6	28	5.6	A113	8. [32
100 mile -	4:5 00.73						
D 44							
AND THE NEW							
wid 9.2							
Helesta Ledad S	محند احدد	,	Footballs:	neial come	th in chic	end/GDF	• .

will be only 36 per cent higher at the end of the 10 year period than its end-1996 level. If the yield were to rise to as high as 4.2 per cent (far from ridiculous in historical terms), then the S&P 500 would be 19 per cent lower in 2006 than its end-1996 level. One can also use the formula to examine the hopes of mutual fund investors. seen by some as one of the prime sources of support for the long US bull market. An

opinion poli found 86 per

the next 10 years would be 14 per cent or better. Using assumptions of 1.5

per cent growth and 3 per cent inflation, the dividend yield on the market after 10 years if investors' expectations are fulfilled will be just 1 per cent. Bulls have been telling us for some time that dividend yields do not matter to US investors; it seems there will be plenty of opportunity to test their theory. Of course, GDP growth could be somewhat higher

than the above 1.5 per cent assumption. But Townsend points out that, if dividend yields were to rise to a more

normal 3.5 per cent level in 10 years time. GDP growth would have to average 7.1 per cent annum for mutual fund investors' hopes to be realised.

some pretty heroic assumptions if one is to believe that the US stock market can

The fall may come within months or years, only forecasting the timing. But the odds of a decline are increasing all the time. *The sources of Total Report of the Stock Market: A Ten-Run Forecast by Henry Totonsend, 3319 Q Street, N W Washington DC 20007 or

COMPANY RESULTS DUE

Easing of shake-up costs helps **Pirelli**

Pirelli, the Italian tyres group, is expected on Wednesday to announce a 1996 net profit after minorities of between L298bn reduced restructuring (\$176m) and L313bn, up from L258bn, with much of the increase in profits stemming from an easing in restructuring charges. They expect sales to have

fallen slightly due to the lira's appreciation and weakening demand for tyres and cables in the second half. Mr Pio de Gregorio, of Nat-West Securities, thinks Pirelli will reveal L297.9bn profit on sales of L10,465bn,

with much of the increase

from a faster-than-expected have a higher full-year net fall in restructuring charges and positive earning developments. Mr de Gregorio expects Pirelli will take extraordinary charges of L115bn, with the bulk deriving from the closure of its Nashville tyre plant.

Mr Gianluca Pediconi of Milla & SIM forecasts a profit of L305bn on sales of L10,500bn and agrees with Mr de Gregorio's view of charges and increased cost savings. Mr Pediconi said: "We

expect Pirelli to maintain its pay-out ratio of 40 per cent which will mean a dividend ■ Roche Holding, the Swiss

pharmaceuticals group is expected to tomorrow report profits of SFr3.9bn (\$2.65bn) to SFr4bn, up from SFr3.37bn. The company said in January it expected to casts net profit to total

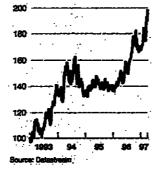
profit but did not release a more specific forecast. Few surprises are expected

from the results, with the market seen focusing more on the launch of products and strategy rather than on Mr Albert Pauchard, at

Coutts, expects Roche to report net profit of SFr4.01bn and said prospects for the current year and beyond appear "very favourable" on promising pharmaceutical products in the pipeline. He said: "We expect Roche to record substantial

increases in earnings over the next three years. A considerable growth potential will come from new drug products, with margin improvements in the vitamins and fine chemicals and in the diagnostic division seen lifting its sales margin in the long-term." He fore-

the Comit Index

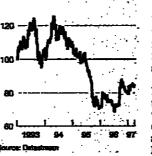


SFr4.61bn on sales of SFr17.973bn. Mr Romain Pasche at

Union Bancaire Privee agrees, saying the company should profit from cost-cutting measures and higher sales potential from new pharmaceuticals products.

Fortis, the Belgian-Dutch

FTSE All-Share Index



to report on Wednesday net (\$826m) for last year, up from Ecu631m.

parent company, profits are

BFr1L17bn_ In its November state-

ment, Fortis said it expected its full-year profit to rise by between 12 and 15 per cent, while the two parent companies both expected an increase in earnings per share of at least 10 per cent. Analysts at Bank Bangert

tis' net profit at Ecu725m, with Fortis Amey reporting earnings per share of F14.35 and raising its dividend to FI 1.90 from FI 1.68. Ms Margot van der Velden

forecasts Fortis net profit at Ecu720m, with Fortis Amev's net profit up at and its dividend pay-out up at F1 1.85. She expects pre-tax insur-

results for life business up 20 UK-based shipping and Cola bottling agreement.

expected to be BFr13bn per cent at Ecu408m, acci-BFr13.2bn (\$376m), against dent and health down 8 per cent at Ecu22m and general insurance up 44 per cent at Ecu84m.

Firm domestic markets

will lead to strong life and France. results, while low accident and health results will be the result of further provistoning in the Netherlands in the fourth quarter follow-Pontier are forecasting For- ing Ecu20m in third-quarter restructuring charges. Ms van der Velden said.

M Nutricia, the Dutch food group, is expected on Wednesday to report net at ABN Amro Hoare Govett profits of Fl 230.5m-Fl 237m (\$124m), up from F1 151.8m, with earnings of FI 9.60-Fig.90 per share, up from F1792m or F14.35 per share F16.85. Analysts expect Nutricia to raise its full-year dividend to Fl 2.95 or Fl 3.10, from El 2.10.

■ Figures from P&O, the

transport group, tomorrow are expected to show the bruising effect of intense competition from Eurotunnel to carry cars, trucks and buses between Britain

Full-year profits of £290m are expected down from £320m in 1995, together with a standstill 30%p dividend. Analysts will also be keen to know how the merger of P&O's container business with that of Nediloyd, effective in January, will help resolve overcapacity problems that have dogged the

industry worldwide.

mipaz@cpcug.org

■ Brokers are looking for inchcape, the UK-listed international distribution group, to announce pre-tax profits of around £160m, up

THE CALGARY AND EDMONTON RAILWAY COMPANY NOTICE TO BOLDERS OF 4% CHANGE OF TRANSFER AGENT AND REGISTRAR

Effective March 12, 1997, The Trust Company of Bank of Monneal began carrying out all our Transfer Agent, Registrar and related services, including industrat payments, for the sterling denominated 4% Consolidated Debonaure

Facilities to transfer the CDS are being provided by The Trust Company of Bank of Monneal strough its agent, The Royal Bank of Scotland pic in London, England. occuming per un actitudo. Erigidand.
All inquines concerning securits of holdess of
CDS should be addressed to, and certificates for CDS which are to be transferred should be marked or delivered to. The Trans Company of Book of Manuscal or the following address: Hank of Mutation is the consequence of the Trus Company of Bank of Mutational co The Royal Bank of Scotland pic New January Dept., PO Box 633, lat Floor 5-10 Great Tower Street, Loxdon ECSR SER

coretary, The Calgary and Edmonson Railwa longuary, State 2000, 401 - 9th Avenue S.W. latgary, Alberta T2P 424 (fice of the Corporate Secretary anadism Pacific Railway Compa

Atlas Capital Limited

FF 3.800.000.000

MRIA Insurance Corpora

leghen Trust stemstigen PLC, London

For the Interior Period 20th Murch, 1997 to 20th June, 1997 the Notes will carry a Rate of Interior of 3,4789 per centur. The Congress Amounts per Fi (3,000 Note will be Ff 88,95, for the FF 100,000 Note will be Ff 88,950 and the FF 100,000 Note will be Ff 88,950.52, which is the Ff 1,000,000 will be Ff 8,850.52, workshop 20 for the results of 20 for the 1997 for the 19

ateed Floating Rate Notes due 1996

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Advance Bank Australia Limited US\$250,000,000

Floating Rate Notes 1999 The notes will bear interest at 5.99063% per annum for the interest neriod from 24 March 1997 to 24 June 1997.

per US\$10,000 note. Agent: Morgan Guaranty Trust Company

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Tel: +44 0171 873 3349

Fox: ±44 0171 873 3064

Interest payable value 24 June 1997 will amount to US\$153.09

JPMorgan

TORONTO, GREY AND BRUCE 22 TO AGENTS FOR A FIOLDERS OF 4% FIRST MORTGAGE BONDS DUE 2883 (Bearer Form)

CHANCE OF EECISTRAR AND PAYING ACENT
Effective March 12, 1997, The Trust Company of Bark of Montreal beginn carrying out all our Registrar, Paying Agent and winted services, including payment of interest coupons for the beaver form 4% First Mortgage Boads due 2833.

of Bank of Montreal at the following address: The Thes Company of Bank of Monteal e/o The Royal Bank of Scotland pir-New Seate Dept., PO Box 633, 1st Poor 5-10 Great Tower Street, London BCSR SER

Scordary,
Toronto, Grey & Busce Railway Comp
Smire 2000, 401-9th Avenue S.W.
Calgary, Aliberta
TZP 424
Office of the Scordary
St. Lawrence and Ottawa Railway Comp

ST LAWRENCE AND OTTAWA BAILWAY COMPANY HOLDERS OF 4% FIRST MORTO BONDS DUE 2890 (Bearer form)

CHANGE OF REGISTRAR AND PAYING AGENT

Therive Musch 12, 1997, The Trust Company of Bank of Monaneal began carrying out all our legistrat, Paying Agent and related services, acholding interast payments, for the stervices, acholding interast payments.

oupons of said Fast Mortgage Bonds show to mailed or delivered to The Trust Compan of Benk of Montreal at the following address: The Taus Company of Bank of Montreal clo The Royal Bank of Scodend pic New Issues Dept... PO Box 633, Int Floor 5-10 Great Tower Street, London BCSR SER ective the state date, all other corre-idence relating to the business of prence and Ottawa Railway Compa-ald be addressed as follows:

success to addressed as follows: Secretary, St. Lawrence and Otto Company, Suize 2000, 401-9th Avenue S.W. Calgary, Alberta TZP 424 Office of the Secretary St Lawrence and Ottown

U-Ming Marine Transport Corporation (Incorporated with limited liability in Taiwan, The Republic of China)

US\$ 90,000,000

NOTICE IS HEREBY GIVEN that the Company's Annual General Shareholders' Meeting will be held on May 7, 1997 in Taipei. Pursuant to 6(AXiXa) of the Terms and Conditions of the Offering Circular, the Conversion Right of the Bonds will be suspended for one month prior to and including the Date of Annual General Shareholders' Meeting. The suspended period runs from April 8 to May 7, 1997.

NOTICE TO BONDHOLDERS

1.5% Bonds due 2001

March 24, 1997

A/S Eksportfinans

US\$100,000,000 Senior/Subordinated Notes due 2002

Notice is hereby given that the Rate of Interest has been fixed at 1.8875% and that the interest payable on the relevant Interest

Payment Date September 23, 1997 sgalnst Coupon No. 10 in respect of \$1,000 Nominal of the Notes will be \$28.91 in respect of \$10.000 Nominal of the Notes will be \$289.17 and in respect of \$100,000 Nominal of the Notes will be \$2,891.15.

By: Cathank, N.A. (Corporate Agency & Trust), Agent Bank. CITIBANCO

CITICORP •

Notice is hareby given that the Rote of Interest for the interest period March 24, 1997 to June 24, 1997 has been fixed at 5.79063% and that the interest poyable on the relevant Interest Poyment Date June 24, 1997 against Coupon No. 8 will be US\$73.99 in respect of US\$5,000 nominal of the Notes, and US\$1,479.83 in respect of US\$100,000 of the Notes.

U.S. \$250,000,000

March 24, 1997, Landon By: Cábank, N.A. (Corporate Agency & Trust), Agent Bank CITIBANC

LEGAL NOTICES

COMPANY PLC THE LONDON AND OVERSEAS INSURANCE COMPANY PLC

INSURANCE COMPANY PLC
The Orion Insurance Company PLC and the
London and Overseas Insurance Company
PLC have obtained Court approval for their
Scheme of Arrangement which received strong
creditor support. On the 6 March 1907 as
order was granted by the US Bankruptsy Court
for a permanent injunction under Section 304
of the US Bankruptsy Code. The order
sanctioning the Scheme of Arrangement was
filled with the Registers of Companies on Warreh 1997, making the Scheme effective
from that date. As a result, Paul Eviass and
Cohn Bird of Price Waterhouse have bood
appointed Scheme Administrators pursuant to

NBD BANCORP, INC US\$100,000,000

Floating rate subordinated notes due 2005 Notice is hereby given that

for the interest period 24 March 1997 to 24 Jane 1997 the interest rate has been fixed at 5.8125%. Interest payable on 24 June 1997 will amount to US\$148.54 per US\$10,000 note.

Agent: Morgan Guaranty Trust Company **JPMorgan**

ONTARIO AND QUEBEC RAILWAY COMPANY

NOTICE TO HOUDERS OF 5% RMANENT DEBENTURE STOCK CHANGE OF TRANSFER AGENT AND REGISTRAR Effective March 12, 1977, The True Contoury of Bunk of Mexicon began carrying out all our Transfer Agest, Registers and solved services, including Interest payments, for the 5% Personnent Debenture Stock (PDS).

Personners Debesture: Suck (PDS).
Facilities to member the PDS are being provide
by The Titus Company of Bank of Mentre
densels in agents. The Royal Bank of Mentre
densels in agents. The Royal Bank of Scotlan
pic in London, England.
All implicat concerning accounts of holders o
PDS should be addressed to, and certificates fo
PDS which are to be transferred should be
melted or delivered as, The Titus Champany o
Bank of Mentreal at the following address:

The Titus Company of England. The Trust Congrumy of Bank of Morgreal oh The Royal Bank of Scotland ok New Jasses Dept., PO Box 633, 1st Floor 5-10 Great Tower Street, London BCSR 5ER

NOTICE TO HOLDERS OF 4% CONSOLIDATED DEBENTURE STOCK (Starting Demonstration) CHANGE OF TRANSFER ACIENT AND REGISTRAR Effective March 12 1997, The Thust Company of Bank of Montreal began carrying out all our Transfer Agent, Register sed related services, incheding statems proyecus, for the serfing denominated 4% Consolidated Debenture Stock (CDS). Partitities to transfer the CDS are being provided by The Trust Company of Bank of Montreal through its agent, The Knyal Bank of Scotland pie in London, England.

Scotland pie to Loudon Flesiand.
All sequines concerning accounts of bottlers of CDS should be addressed to, and certificates for CDS should be addressed to, and certificates for CDS which are to be transferred should be mailed or delivered to, The Trust Company of Bapis of Monroel at the following address: The Trust Company of Bank of Montreal elo The Royal Bank of Scotland pla New James Dept., PO Box 633, Lat Floor 5-10 Great Tower Street, London BCSR, SER Effective immediately, all other corre-pordence relating to the business of Caracle Pacific Railway should be addressed Follows:
Vice President Lugal Services and Copenses
Vice President Lugal Services and Copenses
Sciencery, Caracters Pacific Railway Compar
Sules 500, 401-9th Avenue SW, Caignry,
Alberta T2P 42A

insurance group, is expected profit of Ecu720m-Ecu725m

Earnings per share at Fortis Amev, the Dutch parent company, are forecast to rise to Fl 4.35 from Fl 3.85 while at Fortis AG, the Belgian

ance profit to rise 19 per cent to Ecu810m, with technical

from £147m, and a dividend of 10.5p, up from 10p. There are also hopes it will announce a further Coca-

INTERNATIONAL EQUITIES By Tom Burns in

Bolsa buckled after a fashion

Adolfo Dominguez, the Spanish fashion label famous for its crumpledlooking clothes and slogan "the wrinkle is beautiful," buckled Madrid's Bolsa last Fund Management. "There week when it floated 5.9m are indications of buying

exchange. Shares in Adolfo Dominguez finally stabilised strong volatility in large part that revealed ominous cracks on the market's floor and caused widespread irritation among small domestic savers, who had flocked to the issue of 70 per cent of

The shares rocketed to more than double soon after they started trading on Tuesday, to Pta7.000, despite having been priced at the top of Pta2.700-Pta3.100.

the company's equity.

the announced range of They then fell by the maximum 15 per cent permitted in a Bolsa session for two days before settling at about

"The market got carried away, but it should stabilise at these levels," said Ms Camilla Reeves, European fund manager at Hambros of its shares on the interest around the Pta4,500

level." Analysts attribute the at the launch.

"At the issue price, the company was undervalued in comparison with similar companies in other Euronean countries." said Mr Alan Porter, a fund manager at Hill Samuel Asset Management. "Demand was also very strong because of the

rarity of growth stocks in the Spanish market." The experience has taught lessons across the board. Banco Central Hispano, which led the flotation, discovered the dangers of over- first session dealers were selling a small cap company

Madrid's; the Bolsa realised reached Pta7,000, and the that its electronic trading subsequent stampede to find systems were unable to cope with an avalanche of sell

bulk of the placement, learnt about the risks associated with equity investments. The issue was oversuband the extraordinary demand prompted thousands of retail investors to place so-called "buy at best price"

orders when the fashion company's stock began to trade. When placing such orders, investors cannot set a limit on the price they are willing to trade at, but commit themselves to paying the available market rate at the

time of the transaction. local broker.

buyers threatened to block the entire market. When the price reached Above all, small domestic Pta5,900 on its way down savers, who were offered the from the peak, traders

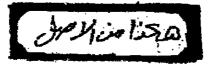
reported that as much as 15 per cent of the company was offered for sale at one point. Market operators believe . by the end of the week, after to the fact that the issue scribed by a record 100 times the main lesson is that the three days of hectic trading might have been mispriced and the extraordinary issue of small cap companies requires extreme caution. Such issues are a novelty in Spain and their potential. volatility is faelled by the general lack of sophistication among a swathe of small savers who are investing in the Bolsa for the first

"It's obvious we need a sort of book-building system for the retail trade in order to have a clear reference price before trading starts *People thought the Bolsa to have a clear reference was Las Vegas," said one price before trading starts and better systems in the After the sharp rise of the Bolsa," a dealer said. "Another crazy issue like

in a narrow market such as when the share price damage to future listings." FT/S&P ACTUARIES WORLD INDICES

The FT/S&P Actuaries World Indices are owned by FTSE International Limited, Goldman, Sechs & Co. and Standard & Poor's. The Indices are compiled by FTSE International Limited and Standard & Poor's in conjunction with the Faculty of Actuaries and the Institute of Actuaries. NetWest Securities Ltd. was a co-founder of the Indices.

REGIONAL MARKETS			PRO	DAY MA	BCH 21	1997				TLE IDON		~ ~	997 —			· ·
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of stock to	ndex 3	1/12/98	Index	Index	Index	moex	31/12/96	Yleid	Index	Index	Index	Index	ridex	High		(ADDLON)
Austrelia (76)217	7 50	-1.9	201.14	168.39	190.43	184.13	-09	4.40	0-004	555.54	4					····
Austria (24)18				143.59	162.38	162.33	6.8	4.12 1.80	218.21 184.01	202,94 171,13	170.26 143.58	191.35	184,22			202.10
	1.70			178.54	201.90	197.59	10.8	3.54		212.70		161,36	161.30		174,70	184.08
Brazil (28)237				183.78	207.84	483.97	27.9	1.21	237.60	220.98	178.45 185.40	200.54	198.17 483.99		204.38	207.76
Canada (114)192				149.33	168.87	192.75	2.3	191	192.55	179.07	150.24	168.84		247.23	149.69	155.47
Denmark (32)				281.11	317.90	318.97	12.2	1.52	384.03	338.58	284.05	319.22	192.17 318.29	208.31	154.12	155.89
Finland (28)256				198.34	224.30	270.31	13.8	1.89	250.03	232.63	195.09	219.25		376.98	291,76	293.28
France (81)216				169.11	191.24	194.79	11.6	2.72	215,43	200.35	168.09	188.91	192.28	266.58 225.82		185.31
Germany (59)199	3.46	4.5		153.59	173.69	173.89	14.1	1.55	198.21	182.48	153.10	172.06	172.08	205.33	188.94	187.46 174.04
Hong Kong (59)		10.1	421.22	352.64	398.79	453.27	-10.0	3.41	454.32	422.53	354.60	398.39	451.88		407.55	434.13
Indonesia (27)229		0.4	211.79	177.26	200.46	337,94	2.2	1.68	231.51	215.31	180.64	203.01	341.64	214.49	· 4U1.33	434.13
Ireland (16)325		-1.5	299.48	250.71	283.52	290.27	6.0	3.28	321.33	298.85	250.73	281.77		343.85	050 DE	~~~~
Italy (59)84		1.4	78.27	65,52	74.10	106.61	12.4	2.10	83.94	78.07	65.50	73.61	105.99	86.32		260.03
Japan (490)		-8.7	107.69	90.16	101.98	90.16		0.87	114,40	106.39	89.26	180.31	89.26	164.68	70.61	73.84
Mataysia (107)620				479.84	542.63	591.90		1.07	627.76	583.83	489.83	550.48	59E.54	660.85	109.16	150.49
Mexico (27)1356		112 1	254.25 1	050.05	1187.4B	11752.30	11.9	1.12	1353.94			1187.26		1445.68	512.47	552.18
Netherland (19)342					299.85	296.23		2.61	334.79	811.38	281.28	293.58	290,11			
New Zealand (14)		-7.9	78.12	65,40	73.96	84.64	-6.3	4.41	83.33	77.49	65.02	73.07	83.98	357.18 25.60	279.88	284.77
Norway (41)305		3.3		236.34	267.27	277.02		2.21	300.45	279.42	234.43	263.46	275.53		75.94	83.57
Philippines (22)194	.82	-4.3		150.77	170,60	255.77		0.68	196.11	182.39	153.02	171.97	257.36	321.23	236.19	239.00
Singapore (43)389	.75	-8.6	354.74	296.98	335.85	255.81	-5.5	1.08	389.33	362.09	303.79	341.40		. 400 -	-	444.70
South Africa (44)380				279.30		349.29	7.3	2.40	360.66	335.42	281.41	316.26	259,62 349,20	449,15		444.59
Spein (35)210				163.17	184.52	228.33		2.78	210.63	195.89	164.35	184.70	228.42		301.49	385.46
Sweden (49)425	.28	0.8	393.13	329,12	372.20	479.70		2.17	418.11	388.85	326.24	368.63		228.16	169.82	170.54
Switzerland (36)251	,60			194,71	220.19	226.49	14.0	1.39	250.19	232.63	195.17	219.34	473.00	448.64	334.04	345.63
Theiland (44)79	27 -	17.2	73.28	61,36	69.38	79.84		4.04	79.25	73.71	61.84	DR 50	224.22 79.85	257.68	229.36	248.82
United Kingdom (212)273	.22	-3.5	252.56	211.44	239.11	252,58		3.89		252.71	212.02	238.27	252.71	187.79 285.30	73.98 226.05	177,47 230,50
USA (854)318	.34	5.5	294.27	246.36	278.60	318.34	6.5	1.89	917.91	295.68	248.08	278.77		331,54	254.79	285.08
A	40								V 17,201		270.00	AT GITT	9)1.61	-001,00	C)-1/3	200.00
Americas (823)				225.53	255.04	245.37	5.6	1.88	291.02	270.85	227.08	255.19	245.02	903.45	233.09	241.75
Europe (727)240 Nordic (150)369				185.94	210.27	222.17	8.7	2.77	237.94	221.29	185.86	208.65	220.71	248.97	204,71	.205.83
Nordic (150)				296.21	323.67	357.59		2.01	384.30	338.81	284.26	319,45	354,22	385.85	286.54	294.38 -
Euro-Pacific (1588) 178				105.17 138.82	118.93	104.17		1.39	.134.20	124.81	104.71	117,88	103,48	177.01	131.50	164,29
North America (768)310					156.98	148.71		2.16	177,42	165,00	138,43	155.58	147.73	191.51	176.79	181 21
Europe Ex. UK (515)216			:		271.92	310.05		1.89	310.27	288.55	242 .10	272,08	309.6 1 .	323.60	248,65	258.29
Pacific Ex. Japan (392)299				167.89 231.46	189.86 261.75	200.93		2.15	214.33	199.33	167,24	167,94	198.81	223.07	186,65 .	188.65
World Br. US (1812) 183	ine .			141.67	160.21	259.06		2.87	300.11	279.11	234.17	263.17	. 259.76	320.65	200.97	291.04
World Ex. UK (2254)221			204.87		193.96	154.82		2.14	181.20		141.39	156.89	153.87	193.47	179.10	183.21
World Ex. Japan (1988) _282				218.35	248.93	196,63 272,30		1.82	220.28		171.88	193.16		228.50	199.58	206.25
						للدعاء	5.8	2.24	261.09	261:42	219.33	246,49	271.55	262.72	233.10	240.35
The World Index (2486) _226			208.96		197.84	201.78		202	224.70	208.98	175.33	197.04	200.97	233.38	202.32	208.43
Copyright, FTSE international Ltd., G values: Dec 31, 1986 = 100; Finland:	Olderen,	Sechs & 1997 - 11	Co. and 9	andord &	Poor's 100	77. All rights	REPROVED T	FIRSEP A	::::::::::::::::::::::::::::::::::::::	& John trac	Article of Y	be Reench	i Amee Umb	ed and the	idend & Po	a 3. Sare
Theiron and American Dec 91 1004	- 100 4	4 4 10 2 6					The second second			. moe = 1.	AUG 005 S	110000 114	AS (Pound 9	وعوا	123.22 (Loc	esk Brazil,
CONSTITUENT CHANGES FURBIG	THE WE	ZX 864	NO 21/1/9	Detection	K Pronce	One (F) (The	bandi Marke	eng end F en close-r	21/3/07: N	UTO 25 190	15 = 214,14 South Africa	(US S Indu	å 30€32 å €	und Shift	g and 184	in from
1												•				· • .



swamped with sell orders this one could do serious

MARKETS: This Week

Benchmark yield curve (%)* 21/3/97 — Month ago —

FTSE All-Share Index

companies reporting.

Sun Life & Provincial.

notably Blue Circle, P&O,

Caradon, Next and Redland.

Trading will start to wind

down before the long Easter

holiday weekend. Given the

recent falls, market-makers

are unlikely to want to have

long books at the start of the

holiday, which could prompt

some weakness in shares on

Thursday.

The effect of sterling will once again be one of the

most important factors

monitored by analysts.

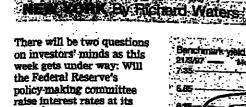
14 :17 18 19 20 21

7.70

7,20

6.70

2.150



men (At Mar)

meeting tomorrow, and if so, will this be the first in a series of increases? By the end of last week the Treasury bond market had tilted heavily towards the view that the Fed would indeed act, and the Dow Jones Industrial Average

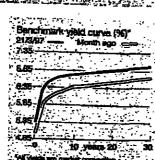
had fallen back to 6.800, its

lowest point for five weeks. There has been little evidence that inflation is building: but the economy's strong start to the year and repeated comments from Mr Alan Greenspan, most recently last week, that pre-emptive action may be necessary to head off price ses, have primed the increa märkets. A 25 basis point rise in short-term rates is

now widely expected. The immediate effects of a rise are likely to be more contained than in 1994, when monetary tightening took investors by surprise and hit hond markets around the world. Long-term bond vields are a percentage point higher than they were then, even though the core consumer price index is

rising more slowly. The dollar's strength, in part on growing expectations

11 (1.35) 11 (1.35)



7,000

14 17 18 19 20 21 Mar 1987 of higher US rates, is likely to continue to draw foreign money into Treasuries. On the other hand, higher short-term rates would choke off some of the liquidity that has supported the rise in US financial markets generally.

A further modest retreat in financial asset prices with the 30-year bond yield above 7 per cent and the Dow marking time below 7,000 – could reduce the risk of more stringent Fed action in the months ahead.

The UK market will lift its

LONDON By Philip Coggan

head from pondering the daily election battle to worry about events across the Atlantic this week – notably the meeting of the Federal Reserve Open Market Committee tomorrow.

Fears that the Fed might raise interest rates by a quarter or even a half percentage point were more important than political worries in knocking the FTSE 100 index off its perch last week.

Nevertheless, uncertainty about the election result is likely to give the equity market some nervous moments as May 1 approaches: the gilts market eems a little more relaxed about the chances of a Labour victory.

Back home the chancellor of the exchequer and the governor of the Bank of England have their monthly meeting on Wednesday.

Mr Kenneth Clarke may be a maverick but it would be estonishing if he raised rates so soon before the election; a post-election conference with Labour's Mr Gordon Brown may be Mr Eddie George's best hope of action. The governor will no doubt have viewed last week's rise in average earnings growth with alarm.

On the results front, there are plenty of important

FRANKFURT By Andrew Fisher

Benchmark yield curve (%)*

21/3/97 - Month ago =

14 17 18 19 20 21

industrial sectors. For the

considerations could help

on Friday when the DAX

Beyond Germany, the

focused on the US, where a

expected from the Federal

Reserve. At home, annual

press conferences of Veba.

BMW, Deutsche Bank and

BHF-Bank should stimulate

German markets will be

rise in interest rates is

blue chip index rose 1.3 per

maintain the buoyancy seen

market as a whole, bid

cent to 3.288.52.

interest.

£.75 ·

4.75

3.75

"All yields are market or Source: Memili Lynch

DAX Index

3,350

3,325 -----

The German stock market looked set for a bout of takeover fever last week – a rarity in Germany, where deals are usually worked out behind closed doors. When Krupp Hoesch said it wanted to acquire Thyssen, its steel and engineering rival, the prospect of a bid battle on Angle-Saxon lines - with the full panoply of investment bank advisers, takeover strategists and legal experts

opened up dramatically. But by the weekend it was backed to closed doors. Under the influence of irate employees, trade unions and politicians, the companies sat down to talk. Thyssen itself had helped confuse the atmosphere by talking of "wild west" tactics before seeing the offer. Yet Thyssen shareholders

had some satisfaction, though the bid has not been out to them. Their shares rose last week by 13 per cent to DM391, compared with Krupp's offer of DM435 a share. Some analysts out the internal value of Thyssen shares at DM500 or more, on the basis of net asset value. Krupp shares gained 16 per cent to DM320

Whether the bid is pursued or a compromise found, however, the idea of the hostile bid has entered the German financial scene. It could well affect other

OTHER MARKETS Compiled by Jeffrey Brown

sharply lower.

TOKYO By Gwen Robinson

Markets will be watching several key factors in the run-up to Japan's March 31 business year-end. Interest is likely to focus on the government's promised scheme to revitalise the property market, to be unveiled on March 31. The equity market has already gained support from the government's initial announcement of the scheme on March 18.

have big non-performing property-backed loans, rose nearly 7 per cent over the week. The package is expected to help financial institutions dispose of property held as collateral against bad loans. At best, it could stimulate the economy as a whole and, in particular, sectors such as

construction, real estate and financial institutions "If the package is bold, this may cement expectations that Japanese land prices have troughed. sald Mr Michael Hartnett,

economist at Merrill Lynch in Tokyo. "But the measures will not address the underlying reason for the poor performance of bank stocks on the equity market and the resultant low level of rate expectations."

Weakness in bank stocks indicates a lack of industry consolidation, which affects

cates with no material tax

consequences. It added that

a buy-back, not currently

factored into the share price.

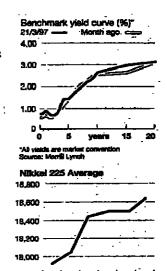
was more likely than a large

Nestlé is scheduled to

announce full-year figures

acquisition.

on Wednesday.



the ability of deregulation to enhance productivity and earnings, and thus share prices, he said.

The bond market is likely to fall over the week, with speculation about a rise in US interest rates adding to concern over the property market bail-out. If the plan contains concrete and feasible measures to stimulate the market. investors will sell on the view that a revival in the property market could lead to higher interest rates.

CANADISSES By Campe Morse

Focus on USDA reports

The US Department of Agriculture will release two henchmark quarterly reports this week that should provide insight into both the supply of and demand for feed-grains and oilseeds over the coming season.

Grain traders and meat merchandisers will look closely at Thursday government report on the prospects for the US hog herd.

Analysts expect the overall size of the pig population to be little changed from a year ago, at about 56.7m animals. However, the data should show that the US hog breeding herd is being rebuilt, a response to the decline in feed prices, primarily maize, since last

Mr Chuck Levitt, senior expansion of the hog herd will gain momentum through the summer.

He expects the number available for slaughter will be lower than last year in Thursday's report, but projects the number of marketready hogs will rise by the time the government's next quarterly status report is issued.

An expanding hog herd translates into growing demand for US feed-grains. Traders believe the US has ample maize to devote to domestic animal feeding, but supplies of soyabeans, a high-protein alternative feed, are razor-thin.

Next Monday morning, livestock analyst for Chica- March 31, the USDA reports go-based Alaron, says the on the status of grain stocks, particularly maize and soyabeans, across the US.

With domestic crushing and exports going forward at record rates, some analysts expect the figures to show sovabean stocks dwindling at a rate that could prompt the government to lower its 140m bushel estimate of year-end sovabean carry-over.

Also next Monday, the USDA releases its March 1 survey of farmer's spring planting intentions for maize and soyabeans. Chicago futures markets will be closed on Friday but

European bourses rallied on remained cautious ahead of the run-up to the Easter holidays.

PARIS

After a week of wild swings, the French market closed on Friday within 4 per cent of its March record. Having trailed by 6 per cent at one stage, it was an impressive recovery.

However, activity fell away, with turnover slipping to below average levels. The chances are that turnover will stay low this week in the four day run-up to Easter. But it's likely to stay a bumpy ride," said one

The main support level on the CAC 40 looks to have will be open on Monday, been confirmed at 2,550. The index came perilously close

to this on Thursday when Friday, but most traders the latest Greenspaninspired wobble on Wall Street sent the market

On balance, last week's welter of results were up to expectations, but there were disappointments, notably from Michelin and Pernod-Ricard. Some shares were heavily punished.

This week's batch of figures could help restore sentiment. Profits growth of a third is expected from both Pinault-Printemps on Thursday and Axa-UAP on March, the stock has Wednesday. At Schneider, sharply this month. due on Thursday, broker forecasts are close to a 50 per cent gain.

AMSTERDAM

profit is within the forecast range of SFr3.9bn to SFr4bn. Dutch shares were one of the European laggards last up from SF73.4bn a year earweek, with sentiment lier, investors will be more

severely undermined by risinterested in news about ing bond yields and profit new products and future warnings from Nedlloyd and strategy, KNP, two components of the The shares saw a flurry of

leading AEX index. There could be scope for further disappointments. Fortis Amey reports on Wednesday and the range of broker estimates for the insurance group's profits is remarkably wide, extending from Fl 700m to more than F1800m, against F1693m in 1995.

Having steamed ahead by a third in the two months to March, the stock has fallen

ZURICH

HONG KONG

Interest rate worries and Roche unveils 1996 results nervousness about property have weighed heavily on the today, but assuming that net Hang Seng index in recent sessions, pushing the leading index firmly down through its 12,600 support level.

There was a modest rally on Friday, with the Hang Seng closing 16.97 higher at 12,489,30, but few brokers activity at the end of last were willing to bet on any week after a note from concerted recovery until the Credit Suisse First Boston widely expected rise for US suggested that the group interest rates is finally out could buy back its certifi- in the open.

Investor sentiment in direct property faces a number of tests. Wednesday takes in the latest government land auction while analysts will be actively poring over the weekend's presale result on the big Laguna Verde residential project.

Gitic Enterprises, the red chip share issue which was almost 900 times subscribed. makes its debut on Wednesday.

The results season continues this week, with Cheung Kong and Hutchison Whampos both reporting on Wednesday.

COMPLETED By Simon Kuper Traders expect Greenspan to raise rates

eral Open Market committee with hawkish talk about the its meeting tomorrow?

There is just one big Mr Alan Greenspan, chair-cent. The last change to US The effect of an increase in question for currencies trad-man of the Federal Reserve, rates was a 25 basis point US interest rates could be ers this week: will the Fed- swiftly backed the figures up cut in January of last year. sharpest on the currencies of ian mini-budget.

March 31.

is thriving, and although on Thursday. kets tend to fall. In the past, most recent price data have The most likely move is the dollar has taken up to kets tend to fall. In the past, assets. been soft, last week's con- thought to be a 25 basis two years to recover to its market currencies have gists will be keen to see sumer price inflation point increase in the key pre-rate rise level on the fallen in recent weeks on

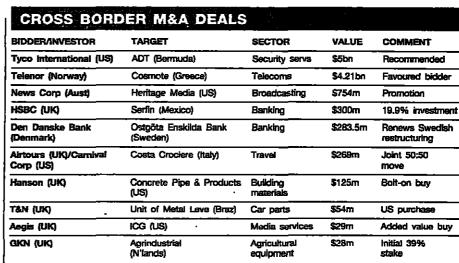
The effect on the dollar of emerging markets countries. raise US interest rates after need to jump on inflation a Fed funds rate rise is If the cost of borrowing in L15,000bn and L16,000bn fast. "We're now in a posi- uncertain. Usually, the cur- the US rises, investors may from the country's budget An increasing number of tion where we have to move rency falls for the first few become less inclined to bor- deficit in order to raise dealers have come to believe ahead of the curve," he told months after an increase, row dollars and use them to Italy's chances of qualifying that it will. The US economy a congressional committee because stock and bond mar- buy high-yielding foreign for European economic and

Already, most emerging

the week is the expected Ital-

It aims to cut between

monetary union. However, currency stratewhether the cuts are likely to be sustainable or not.



FIDELITY FRONTIER FUND Société d'Investissement à Capital Variable Kansallis House - Place de l'Étoile L-1021 Luxembourg

R.C. No B 20494 NOTICE OF ADJOURNED EXTRAORDINARY GENERAL MEETING

As the Extraordinary General Meeting of February 28, 1997 did not reach the quorum of 50% required by law, notice is hereby given that an Extraordinary General Meeting of Shareholders of Fidelity Frontier Fund Sicav ("the Company") will be held at the registered office of the Company in Luxembourg on April 9, 1997 at 11.00 a.m., or on any adjourned date, to consider the following agenda:

To resolve to liquidate Fidelity Frontier Fund.
 To appoint Fidelity Investments Luxembourg S.A. as the Liquidator and to determine the powers to be granted to the Liquidator and the liquidation procedure.

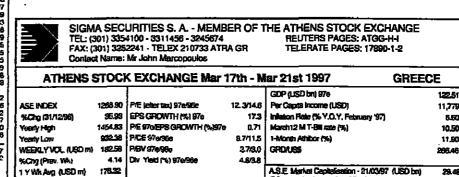
3. To fix the date of the second Shareholders' Meeting to hear the Report of the Liquidator and to appoint Coopers & Lybrand as the Auditors of the Company.

4. To fix the date of the third Meeting of Shareholders to hear the Report of the Auditor and to decide the close of the Liquidation of the Company.

No quorum of shares present or represented at the Meeting is required in order to deliberate validly on the agenda. A decision in favour of the resolution no. I of the agenda must be approved by Shareholders holding at least 2/3 of the shares represented at the Meeting. Subject to the limitations imposed by the Articles of Incorporation of the Company with regard to ownership of shares which constitute in the aggregate more than three percent (3%) of the outstanding shares, each share is entitled to one vote. A shareholder may act at any Meeting by proxy.

Dated: November 28, 1996 By Order of the Board of Directors





IPOs & Rights Issues (in USD m) Jan 1 97-Mar 21 97

Federal funds rate to 5.50 per back of higher US yields. fears of a Fed tightening. emerged strong. FT GUIDE TO WORLD CURRENCIES The table below gives the latest available rates of exchange frounded) against four key currencies on Friday, March 21, 1997 . In some cases the rate is nominal. Market rates are the average of buying and setting rates except where they are shown to be otherwise. In some cases market rates have been calculated from those of foreign currencies to which they are field.

•																
:		£ 579	US S	D-MARK	YÉN (X 100)			2 5TG	US \$	D-MARK	YEN (X 100)		£ STG	US 5	D-MARK	YEN (X 100)
Mahaphaga		7747 64	4750.00	3921,67	3879.77	Greece (D	Drachme)	425,339	265.215	157,552	218.626	Parlostan (Park Rupes)(3)	64.2762	40.0799	23,8096	32,7370
Aberia	(Alghani) (I,ek)	7617.81 233.346	145,500	85.4322	118,543	Greenhand (Danis	sh Krone)	10.2897	6,4160	3.8114	5.2405	Panama (Babos)	1.6038	1	0.5841	0.6188
Algeria	(Distant)	90,9052	67,9300	34.4125	47.3168		Comb Si	4.3307	2.7000	1.6039	2.2053	Papus New Guines (Kina)	2.2182	1.3891	0.8216 1282.33	1.1297
Andorra.	French Fri	9,1141	5.6830	3.3790	4,541B		Local Fr) (US Si	9,1141 1,6038	5.6830	3.3760 0.5841	4.8418 0.8168	Paraguay (Guarani) Peru (New Soli	3407.97 4.2371	2125.00 2,8420	1.5895	1735.69 2.1590
·	. Sp Peacts	229.256	742,950 210500.0	84,9200 125044.6	116,781 171935.0	Guarri Guartemato ((Cristal) (Cristal)	9.8519	6.0183	3.5751	4.9157	Philippines (Peet)	42,2492	26,3440	15,6497	21.5176
Angola (A	ead (Kwantza)(T) E Carlo G	337589.1 4,3301	2,7000	1.5039	2.2053	Guines	(Fr)	1717.21	1070.75	636,084	874.581	Placern le & Sterling)	1	0,6235	0.3704	0.5093
Acceptions.	(Pero)	1.6030	0.9995	0.5938	0.8164	Guinge-Blassou	(Peso)	54886.7	34224.0	20330.3	27953.8		2,9101	1,4404 3,0790	0.8557	1.1765
Argentine Armenia	(D-ann)	752,190o	469.020	278,615	383,092	Guyena (Guy	renese Si	225.269	141.100	83.8185	115.250	Poland (2)oty) Portugal (Escudo)	4,9380 271,457	3.0740 169.270	1.8291 100.565	2.5148 138.259
Aruba Australia	(Florin)	2.8707	1.7900	1.0633 0.7558	1,4621 1,0392	Hain I	(Gourde)	26,0706	18.2560	9.6567	13.2778	Puerto Rico (US \$	1.6038	1	0.5941	0.8168
Austria Austria	(Aus S) (Schilling)	2.0405 19.0017	1,2723	7,0385	9.6776	Honduras I	Lempiral	20,4639	12.7600	7.5799	10.4223					
Azerbalan	(Manas)	6533.670	4074.00	2420.10	3327.62	Hong Kong		12.4257	7.7479	4.6027	6.3284	Cezar (Flysif) Reumon is, de la (F/Fr)	5.8382 9.1141	3,6404 5,6830	2.1625 3.3780	2.9734 4.8478
Azonas	(Port Escudo)	271.467	169.270	100.555	135.259	Hungary	(Forint)	282.541	176.175	104.657	143 299	Reunion Is. de la (F/Fr) Romania (Leui)	11065.1	53555 53555 5355 5355 5355 5355 5355 5	4098.55	5835.A7
R.L.	-		_		0.0460	lostand (icelandi	ic Krons)	113,914	71.0300	42,1944	58,0168	Russa (Pouble)	9159.024	5711.00	3392,84	4664.71
	(Baharra S	1.6038	0.3770	0.5941 0.2240	0,8168		n Aucee)	57.5346	35,8750	21.3117	29,3025	Rwands (Fr)	475.544	297,208	178.551	242.758
Debrain Debaric is	. (Direc) Sto Persette)	0.6045 229,256	142.950	84.9200	118.761	Indonesia	(Rupish)	3857.02	2405.00	1428 70	1984.39				4 5000	0.0067
Berthal	(Lejel)	89,2820 3,2256	43,2000	25,6831	35.2956	iren .	(Files) 4	1811.25u	3000.00	1782.11 0.1847	2450.38 0.2538	St Christopher (E Carib S) St Heiera (C)	4.3301	2,7000 0,6236	1.6039 0.3704	2.2053 0.6093
Belgian Belgian Belgian	(Barb S) (Flouble)	3.2256	2 01 13	1.1948	1.5425		sqiDmer) sqiDmer) 19	0.4988o 924.50m	0.3108 1200.00	712,843	980.152	Stinds (ECamb S)	4,3301	2,7000	1.6039	2.2053
Delegan.	(Pouble)	48673.Ro	30350.0	18029.0 20.6321	24769.7 28.3680	ing (434) Qefi (fati	(Punt)	1.0198	0.6359	0.3778	0.5194	St Pleme (French Fr)	9.1141	5,8830	3,3700	4.6418
CHIPCES	(Belg Fr)	55.5899	34,7310 2,0000	1.1881	1.6336	passel	(Sheke)	5.3931	3.3628	1.9977	2.7457	St Vincent (E Carro S)	4,3301	2,7000	1.6039	2.2053
Berlin.	(DFA Fd	3.2075 911 410	568,300	337.601	464.184	Tasky	(Lea)	2704.00	1686.05	1001.60	1377.15	Sen Marino (Railan Lira) Seo Tome (Dobra)	2704.00 3825.15	1685.05 2385.13	1001.60 1418.85	1377.15 1948.16
Bernauck.	Germelin S	7,8038	1	0.5941	0.8168	•		54.6077	34.0500	20,2259	27.8118		3825.15 6.0148	2385.13 3.7505	1418.85 2.2280	3.0633
Bolien Bolien	(Nguitrum) (Solivience)	67.5346	35.6750	21.3117	29.3025		naicen Sj (Yeri	198,347	122.430	72.7300	100	Saudi Arabia (Föyed) Senegal (CFA Fr)	911.410	588,300	337.601	464.184
HORSE.	(Solivieno)	8.3870	5.2300 3.5516	3.1069 2.1099	4 <u>2</u> 718 2.8011	Jepan Jordan Gordania		1 7371	0.7000	0.4212	0.5791	Seychelles (Rupee)	8.0168	6.0000	2,9702	4.0840
gania Tanàna	(Puls)	8.3879 5.6962 1.7022	1.0814	2.1000 0.6305	0.8669	30.001. po-	•					Sierra Laone (Leone)	1363.19	860,000	504,931 0.8593	694.274
Brunel	المسمور	2,3198	1.4465	0.8593	1.1815	Kazakhetan		120 466	75.1150	44 5210	61.3534 44,8134	Singapore (S) Siovalda (Konana)	2.3198 53.0874	1,4465 33,1020	18.8644	1.1815 27.0375
Bulgaria Buldens Fass	(red)	2586.85	1613.00	958.180	1317,49			87.9897 2.0405	54.8650 7.2723	32.5918 0.7558	1.0332	Signatus (Tolar)	245.203	152,894	90.8344	124,883
Blatista Fagge	(CFA Rd	911.410	560.300	337.601	463.184		धाउदिका \$हे (Mon)	3.4481	2,1500	1.2772	1.7581	Solumen is S	5.8319	3,5364	2.1602	2.9702
gintial .	(Kyet) (Burundi Fr)	10.0090	8.2784	3,7298 149,454	5.1282 205.497	Korea North Korea South		1419.32	B85.000	525.737	722,862	Somali Rep (Shilling)	4201.82	2820.00	1558.37	2140.00
Berand	(Bureled Pr)	403,488	251,590	148.454	202-21	KLIMBIT (KUMBI	ni Dinerj	0.4870	0.3037	Q.1BQ4	0.2460	South Africa (Rand)	7.1016	4,4290 142,950	2,6305 84,9200	3.6168 116.761
Cambodia	(Field	3698.62	2300.50	1366.28	1678.62				961,000	570.889	784.938	Spent (Pereta) Spenish Porta in N Africa	229.256	142,950	04.9200	1107/91
CHOPPEN .	(CFA Fri	911.410	558.300	337.501	484.184		igw Kipt Bessi	1541.20 0.9312	0.5807	0.3449	0 4743	So Pesetal	229.256	142,950	84.9200	115,761
Career .	(Carvedon 5)	22123	7.3795	0.8195	1.1267	Lebaton (Leba		2479.80	1546.25	918.555	1262.97	•• •				- 1
Callery to Cal. Vendo	Sp Pageta)	229.256	142,950	84,9200 51,6455	116.761 71.0120	Leggisti (annu	(Maioté	7.1015	4,4290	2.6305	3.6168	Sri Lanka (Rupee)	92,7048	57.8050	34.3383	47.2147
Comments of	(CV Executo)	139,430	96.9400 0.8262	0.4820	0.6765	Liberia (Lib	berlan Si	1.5038	1	0.5941	0.8168	Sudan Rep (Dinar) Summin (Suiden)	234.949 543.103	148,500 401,500	97.0263 238.208	119,660 327,534
Cont. At A	IC151 IP ICFA Pri	211,410	568,300	337,801	484.184		n Dinar)	0.5701	0.3555 1.4520	0.2112	0.2904 1.1860	Surinem (Suider) Sweetland (Liangers)	7.1015	4,4280	2,6305	3,6168
- T	CFA Pri	811,410	568,300	337,501	464.184	Colorador. In	wise Fr)	2.3287 6.4148	3,0008	2.3760	9.2670	Sweden (Krons)	12.2194	7.6193	4.5262	6.2234
Chair .	(Callege Peac)	866.278	415,450	246,800	339.337 5.7758	Lithuania Luxembourg	(Littre) Gut: Fr)	55.8999	34,7310	20.6321	28.3680	Switzerland (Fr)	2,3387	1,4520	0.8626	1.1860
China	(Ytman)	13.3041	6,2956	4,9280 529,400	885.393	COMMENCO	,	•		_		<u>Sy</u> rta 🗓	67.1168	41.8500	24.8804 16.3802	34.1828 22.4845
Colombia Comorpa	Col Pesol	1699,17 686,106	1059.50 427.815	254.138	349,436	Macao	(Patacoj	12.8358	8.0037	4.7545	6.5374	Taiwan (A) Tanzania (Shilling)	44,1873 982,891	27.5400 800.400	16,3602 356,658	490,403
Congo	(CFA FA)	917.410	568,300	337,601	484,184	Macedonia		71.5040	44.5855 4350.00	26,4854 2584,06	35,4171 3563.05	Theiand (Baht)	41.5173	25,9500	15,4157	21,1958
Company of the compan	المسلساتات	362,006	23,725	134,088	181.371	Mandagescor		6976.31 271.467	189.270	100.555	138,259	Togo Rep (CFA Fr)	811,410	568,300	337.601	454.184
منعدات يفتانا	(CFA Fr)	911.410	568.300	357,601 3,5453	484,184	Marcietta (Port.)		21 1.461 24.6577	15.3750	8.1333	12,5582	Yonga is (Pa'anga)	2.0405	1,2723	0.7558	1.0342
	(Kurst)	8.5715	5.9682	3.5453	4 8749 15,5191	Motevatu (*	(Ringold)	3,9752	2.4787	1,4725	2.0246	Trinidad/Tobaco (S)	9.9763	6.2206	3.8953 0.8382	5.0810 0.8790
Caps .	Cobun Pencifii	30,4712	19,0000	11.2567	Q4118	Maldive 18		18,6761	11.7700	5.9918	8.6137	Turniste (Diner)	1.7258 202794.2	1,0781 126450.0	75118.1	103283.5
Contract Contract	(C)rows D	- 0.8086 -45.9474	0,5042 29,2735	17,3900	23,9104	Mail Rep		911.410	568,300	237.801	484,184 0.3127	Turkey (L48) Turks & Calcos (US \$)	1.8038	12545000	0.5941	0.8168
Dericons	Korusei	10.2897	0.4160	3.8114	5,2405			0.6139	0.3829 5.6830	0.2274 3.3780	4.841B	Tuvalu (Australian S)	2.0405	1,2728	0,7558	1,0332
Dibout fluo	(Danieh Kigne) (D(R) Fr)	259.807	162,000	98.2338	132.321	Martinique 6	ocal Ft)	9,1141 230,082	143.485	85.2234	117.181	10120 4032-1-31				
Optional Flag Commission	(E Carto 3)	4.3301	2,7000	1.6039	2.2053			230.062 32.2666	20,1150	11.9494	16.4298	Uganda (New Shilling)	1632.62	1018.00	504,729	831.496
	ep (2 Pero)	22,6049	14,0950	8.3729	11.5127	Marie 1999		12,7049	7,9220	4,7061	6,4706	Ukraine (Hrywns)	2.8927	1.7653	1.0493	1 4427
Econolog .	Gucre	6071.79e	3785.00	2249.02	3092.38 3034.30		ocal Fri	9.1141	5.6830	3.5760	4,6418	UAE (Dirham)	5.8882	3.6715	2,1811 0,3704	2.9989 0.5093
·	· (Sucrej	5057.93a	3715.00	2206.84	2.7723	Moldon	(Loci)	7,4574	4.9500	2.7523	3.7981	United Kingdom (C)	1,6038	0.6235	0.5941	0.6168
Elifoni El Salandor	EDVOLEN I)	8.4434	3.3942 8.7550	2,0163 5,2608	7.1510	Monaco (Fre	ench Fri	9.1141	5.6830	3.3760	4 6418	United States (US S) Unusually (Peso Unusually)	14,5059	9.0450	5.3731	7.3879
COMPLETE COMP		14,0408	568.300	337.601	454.184	Mongolis		748,422	486.670	277.219	351.173 2.2063	Uruguey (Peso Uruguayo) Vanustu (Veto)	180.831	112,755	66,9825	92.0976
ENDORS.		911.410 21.5942	13,4648	7,9986	10.2980		Carto Si	4.3301 15.0223	2.7000 9.3670	1,6039 5,5643	7,8509	Vatican (Line)	2704.00	1686.05	1001.60	1377.15
B4	(Kroan) (Ethiopian Barr)	10.1166	6,3080	3,7472	5.1523			17937.9	11185.0	6544.29	9135.83	Venezueta (Solver)(2)	785.390v	477,250	283.512	389.815
	·	PSA I PSA	•			Mozembique (- terminal					Vietnant (Dong)	18668.8	11635.0	8811.61	9503.39
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100	Canada Krones	10.2597	8.4160	3,8114	1.1537	Neuro Es (Augh	radian) Si	20405	1.2723	0.7558	1.0392	Vargain to-US (US S)	1,8038	1	0.3941	Outrea {
February	(Fig. 5) (Martica)	2.2652	1.4125	0.5590 2,9655	4.1049	Name Risposiese	(Suppose)	91.3336	55.9500	33.8333	48,5164 1,5458	Western Samoa (Tata)	3.9765	2.4795	1,4729	2,0252
AND STREET	(Menda)	1.0596	5.0258 5.68 3 0	3.3760	4,6418	Natharlaccia	Guider)	3,0371	1.8937	1.1250 1.0833	1.4821	Yester (Rep of) (Red	199,009r	124.090	73.7139	101.356
T. Character		9,1141	26830	337.601	464.184	APAC ANTHON (AA	(Guilder)	2,8707 2,3101	1.7900 1.4494	0.8557	1.1765	Yugosteria (New Diner)	8.8401	5,5745	3.3115	4.5522
r. Charles	CFA Fri	911.410 9.1141	5.6830	3,3760	4.8418	New Zeeland	INZ SI	23101 14,6886	9.1452	5.4326	7,4897	Zere Rep (Zaire)	270231.7	169600-0	100095.0	187829.7
T. Paralle le	(CFP Fr	166.329	109,713	61.8091	84,7119		CFA Pr) 8	911.410	588,300	337.601	A\$4.184	Zambie (Kweche)	2072.04	1292.00	767,494	1055.30
	CFA SH	911,410	568.300	337.601	484.184		Neimi 3	5,0897a	21.8960	13.0011	17.5753	Zimbabwa (\$)	18.1104	11,2925	6 7083	9,2036
- والمحات	Control	16,0175	9,9875	5.9329	8.1577 1.3749	Nightla		6.399m	85.0500	50.5243	. 59.4683		وملدار و	0.000	0.5154	<u> </u>
Carriery Carriery	(D <u>-14m</u> t)	2 6997	1.6634	1107.88	1523.32	Norman (Nor.		10.7179	6,6830	3.9701	5.4586 0.3145	RCU (FCLI) SDR (SDR)	1,3915 1,15379	0.8677 0.739835	0.5154	0.7087 0.591212
	Carlo	2000.00	1265.00	1707.00	-		Crossnib	0.8175	0.3850	0.256	679142	Drow (SINA)	1.153/0	بعصدب	~~~	- 12 P

Carlotte (Carlotte)

EMERGING MARKETS By Michela Wrong

Regional hopes in Mauritius Investors in

Sugar 9%

Transport 7%

Market Cap by sector

introduced a central deposi-

tory and settlement system,

guaranteeing prompt settle-

markets in Africa to achieve

this. Lots of countries talk

about it but while it's very

easy to write a blueprint for

a CDS, it's very tricky to put

in place. You're changing

decades of tradition and

habit, because people like

being able to physically hold

their certificates. This is a

Another turning point will

Year to date move

Percent

+27.30 +13.70 +25.77

+14.69

+15.44 -1.58 +19.07

-2.44 +33.25 +0.87 +11.91

+12.26

+21.81 +0.27 +10.48

-14,38 -0.83

Actual

+71.27 +22.25 +44.75 +12.00

+155.51 -0.98 +27.37

+37.34 +2.98 +17.40 +15.92

be a new Securities Act.

major milestone," he says.

"We're one of the first

ment of trades.

In a quiet club overlooking highest per capita incomes the skyscrapers of the capi- in Africa, make it an attracthe skyscrapers of the capital. Port Louis. Mauritius stockbrokers are at lunch. The faces - mostly European, but some Chinese and into the local market.

For just as this multiracial Indian Ocean nation has always tapped the outside world in its quest for prosperity, bringing in black sell," says one analyst. Africans and then Indian labourers to work its plantations, it is now counting on stock market into a new era.

exchange has stabilised after a volatile 1994 and 1995. when anxiety over emerging markets after Mexican crisis and uncertainty caused by local political wrangling sent the index plunging.

The number of companies listed, five at launch, now totals 45. The Semdex index rose more than 5 per cent in 1996 and could gain another 10 per cent this year following the economic success enjoyed by the country since the 1980s, when it transformed itself from a struggling sugar producer to a tourism destination and export processing zone pouring out quality textiles

This solid economic base, Mauritians with some of the exchange a year ago, has

World (449)

Argentina (22) Brazil (24) Chile (16) Colombia (13) Mexico (27)

Mexico Peru (12) Peru (12)

Latin America

Greece (20) Poland (25) Portugal (18) South Africa (30)

Turkey (27) Europe (134

Asia China (27)

Indonesia (30)

Latin Ar

21/3/97

332.30 184.70 218.45 93.67

1.162.73

149.85

55.81 151.30

71.20

tive market.

Liberated from government restriction since 1994. demand by foreign investors Indian - provide an insight already accounts for around 40 per cent of total purchases and has at times risen as high as 77 per cent. "Foreigners just keep buying and buying. They rarely

But the government and local brokers hope to go a stage further, building on foreign interest to take its Mauritius' continuing development as an offshore bank-Launched in 1989, the ing centre and freeport to boost this still tiny bourse. capitalised at just MRs34.1bn (\$1.7bn) and trading on a p/e of 12, against 12.9 a year ago. They would like to see

Mauritius become a regional exchange, enriched by offshore funds and listings from mainland Africa. "There's no reason why an African company wanting to

tap that capital shouldn't list here. Or why an Indian company wanting to do business on the mainland shouldn't exploit our excellent telecommunications," says a broker. To that end, the authorities are busy upgrading the infrastructure.

ING BARING SECURITIES EMERGING MARKETS INDICES

+0.32 -2.26 -7.40 -1.54 +1.61

+2.51 -18.60 -2.91 -0.20 +15.20 +0.40

Percent

+0.28 -0.68 -3.85 -0.70 +1.75 -2.13 +2.59 -0.35

+1.71 -5.09 -1.75 -0.14 +9.63 +0.30

which should bring the Mr Richard Morin, a Canabourse's regulatory framedian brought in as chief work up to international which has provided the l.lm executive of the stock standards, reassuring foreign investors that their

nt Month on month movement

Percen

+2.89 +3.48 +2.93 -2.50 +0.93 -5.42 +0.16

-4.16 -15.15 -0.95 -0.24 -4.68 -2.92

Actual

+9.33 -6.63 +5.21 -2.40 +10.69 -3.51 +0.27

-18.51

-6.49 -61.91 -1.57 -0.35 -8.51 -4.06

+2.56 -16.61 -10.62 -11.51 -9.04 -11.54 +8.32 -7.48 -7.21

money is safe. But if the ambition to turn Mauritius into a regional market is to be achieved, it will need more paper on offer to remain attractive.

"We've nearly reached a plateau," says an analyst. "The bulk of local business groups are already on the exchange and turnover is low because many of the quoted firms are family groups in which shares are tightly held."

Some local brokers pin their hopes on the national pension fund, which currently skirts shy of the ourse. If it enters a market dominated by banks and tourist groups, it would give liquidity a major boost.

The government is busy touting the still to be launched \$60m Port Louis fund, which will involve part of the as yet unlisted telecommunications company and already-privatised Air Mauritius and State Bank.

But few analysts expect it to stimulate enormous buyer enthusiasm, pointing out that in contrast to the 1992 Mauritius fund, which during a time of government restrictions offered foreign investors unique market access, many of the Port Louis shares can already be bought by normal means.

What they would like to see is the government stepping up its privatisation programme, which is currently making slow progress as the finance minister attempts to win support from the trade unions. "The Finance Minister would like to please everyone, and that just isn't possible," says a financier.

At the moment, the stock

exchange currently only

trades three times a week, sessions last around half an hour, and a single-price, open outcry system is used, discouraging short-term positions. Five-day trading is reaches maturity. to be introduced soon and some of the 11 broking houses look forward to the introduction of an orderdriven system to enliven proceedings. But until more shares are available, the currently sedate pace on Port Louis' one-room trading in London. "They feel much floor is unlikely to change.

us dollars

scramble for higher yields

South African rand and safer buying debt from an Philippine peso euro-debt AAA rated institution." have become the latest paper of choice for investors in search of that increasingly elusive creature: the highyielding bond. With coupon rates of up to 15.3 per cent, offshore rand debt issues have become an almost daily event in the euro-markets.

In a rush to exploit favourable randidollar swap rates. large borrowers, including the European Bank for Reconstruction and Development and the International Finance Corporation, have extended the euro-rand yield curve from 10 years at the beginning of 1997 to 30 years.

Syndicate officials say the scale of investor appetite is surprising considering the losses made by buyers of euro-rand paper in late 1995 or early 1996. The rand subsequently depreciated by around 25 per cent, resulting in heavy losses for those fail-

ing to hedge their exposure. "Investors have clearly looked at their risk/reward calculations and worked out that 15 per cent coupons are adequate returns for the risk that the rand might go through the floor again." said one banker in London. To put it bluntly, they are taking a good old-fashioned

The growing popularity of zero-coupon rand issues is mainly a response to investors' fears that the currency may go through the floor again. This enables them to buy 15 or 20-year paper at a fraction of its face value with the potential for enormous capital gains when it

"A lot of these investors are attracted to the South African market but don't want to take the risk yet of investing in its domestic bond market," said Mr Alok Basu, senior fixed income economist at Hambros Bank

For suprenationals such as the EBRD, which has also issued in Czech koruna and Philippine pesos, the advantages are based on the favourable swap rates into dollars. This enables the issuer to fund its dollar reculrements at sub-Libor rates and benefit from the prestige of helping open up a

new market. Ms Ayasha Shah, head of funding at the EBRD in London, said investor appetite for emerging currency offshore debt is likely to remain strong.

With European interest rates at such a low level, investors will inevitably look for higher yield elsewhere,"

said Ms Shah. The Philippine peso is the latest emerging currency to benefit from this interest. although at coupons of between 9 and 10.25 per cent, it is not as eye-catching as

the rand. The IFC pipped the World Bank to the post to become the debut issuer two weeks ago with a 2.6bn peso five-year offering. This was quickly followed by the World Bank and EBRD issues at five years and one year respectively.

"There is a concerted effort by supranational borrowers to kick-start this market," said one Londonbased trader specialised in the emerging markets. "If the big names like these get in and show confidence, then other market players will follow them."

The choice of the Philippine currency, he adds, is attributable to a combination of favourable factors. including political stability. a stable currency, and the high likelihood that the sovereign debt ratings of the Philippines will be raised after next year's presidential

Bankers, however, say for yields and that means that the main driving force behind the wave of pesoissues is the demand from foreign direct investors to swap dollars for pesos at attractive rates. Investors in the Philippines find it difficult to tap debt from the local market. A high withholding tax and the absence

logistical headacha. Mr Andrew Alcid, a syndicate official at Citibank, which lead-managed the IFC offering, said: "The premise was that if you are an offshore investor buying pesos you go for government securities and you're subject to a 20 per cent withholding tax. so to entice the market to the bond we offered a slight

of a secondary debt market

make onshore borrowing a

premium. The launch was twice oversubscribed, with 70 per cent of investors coming from Asia and 25 per cent from the US.

In contrast, the EBRD pean investor base. But bankers say that most of the demand will continue to come from Asian retail and

New St. Visico Tray Compts . 100 Dec 2002 7,75 101,635

institutional investors.

AUSTRALIAN DOLLARS

EDINS

SLOWK KERINA

PHILIPPOE PERCE

there's demand for paper that wouldn't have existed in the past," says Mr Esmonn McConnell, head of the Asian debt syndicate group at Deutsche Morgan Grenfell, which led the World Bank issue.

"There are a lot of North Asian investors with a lot of Indonesian and Thai paper on their books who are looking to diversify without giving up on yield." Nevertheless, with talk of

the Asian Development Bank and possibly the Philippine government joining the list of offshore pes issuers, economists are questioning whether offshore peso issues will help to develop the Philippines domestic market.

Without a proper insurance and pension fund base to stimulate the market. banks will continue to dominate lending in the Philipnines they say.

"It's fine to develop the used a one-year maturity in foreign bond market, but order to attract a more Euro- without a strong domestic market that won't be enough," says Mr Roman Azanza, chairman of the capital market development council. "There is still no "Investors are scrambling real secondary trading."

CAL,

NOTICE OF SHARE SALE PROCESS

INVITATION TO PARTICIPATE IN THE PROCESS FOR SELLING A SHAREHOLDING IN INVESTIČNÍ A POŠTOVNÍ BANKA, A.S.

The Government of the Czech Republic has, in accordance with Government Resolution No. 603 of 27 November 1996, decided to sell the State's shareholding in Investiční a Poštovní banka, a.s. of up to 36 percent of the outstanding share capital. The National Property Fund and the Ministry of Finance of the Czech Republic will arrange for the process of the sale of the above mentioned shares in Investicní a Poštovní banka, a.s. The National Property Fund and the Ministry of Finance of the Czech Republic encourage all those parties seriously interested in participating in the process for selling those shares to submit expressions of interest to do so.

Investiční a Poštovní banka, a.s. is one of the leading financial institutions in the Czech Republic with an extensive retail branch network and is involved in investment and commercial banking operations as well as fund and asset management activities. Investicní a Postovní banka, a.s. provides a wide range of financial products and services to its clients through banking operations, insurance, mortgage finance and other subsidiaries. Investiční a Poštovní banka, a.s. has correspondent banking relationships with a large number of international financial institutions.

Parties who wish to participate in this process should request in writing preliminary information regarding Investiční a Poštovní banka, a.s. and the process for selecting a purchaser of the shares to be offered for sale. Requests for further information should be sent to the following address:

> Ing. Michal Hrubý Vice Chairman National Property Fund of the Czech Republic Rašinovo nábřeží 42 128 00 Praha 2 Czech Republic Fax: +420 2 2499 1473

Requests for further information should be in both the Czech and English languages and should include a designation of a responsible person for future communications. Responses to this notice of process should be received by no later than 2 April 1997.

This announcement does not represent a public tender or a public proposal according to Czech law nor does it represent an offer for sale or an offer for purchase of securities of Investiční a Poštovní banka, a.s.

This announcement is issued by The National Property Fund of the Czech Republic, the contents having been approved solely for the purposes of Section 57 of the Financial Services Act 1986 by Salomon Brothers International Limited, which is regulated in the conduct of its investment business by The Securities and Futures Authority Limited.

BANQUE NATIONALE DE PARIS Programme for the Issuance of Debt Instruments USD 100,000,000

Sub Floating Rate Notes due 2006 Series Nº 98 Tranche 1

Notice is hereby given that the rate of interest for the period from March 24, 1997 to June 24, 1997 has been fixed at 5.89063 per cent per annum. The coupon amount due for this period is USD 150.54 per denomination of USD 10,000 and USD 1505.38 per denomina tion of USD 100,000 and is payable on the interest payment date june 24, 1997.

The Fiscal Agent BNP AND



Province de Québec Floating Rate Notes Due 1999 Notice is hereby given that for the interest Period from Merch 24, 1997 to June 23, 1997 the Notes will carry an interest rate of 0.78203%. The interest payable on the relevant interest payable on the relevant interest payable. By: The Chase Manhallan Apale Loodes, Agent Bank OCHASE March 24, 1997



Floating Rate Primary
Capital Notes
The Rate of Interest has been fixed a
6.0625% p.a. The interest payable
on the relevant Interest Paymen lember 24, 1997 againsi coupon No. 24 in respect of US\$10,000 nominal of the Notes will he US\$209.86.

(Itibank, N.A. (Issuer Services), Agent Bank March 24, 1997

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appears in the UK edition every Wednesday & Thursday and in the International edition every Friday.

For further information please contact; **Toby Finden-Crofts** +44 0171 873 3456

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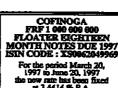


For the period March 20, 1997 to June 20, 1997 the now sate has been fixed at 3.4414 % P.A. Next payment date: June 20, 1997 Coupon at 5 Amount : FRF 87 95 or seek EDE 10 com SOCIETE CENTRALE BANK & TRUST S.A. LUXINGO Ochwa

BANQUE NATIONALE DE PARIS zamoe for The Issue Cubi Instruments 1930 5,009,000

per cent. per arrum. The coupon amous for this period is USD 3,175.28 per de

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USD 185, 880,889
Floating Bate Mohas dan 2001
Notice is hereby given that the rate of interest for the period from March 24th, 1997 to Jame 24th, 1997 has, been fixed at 5,8625 per cars, per amount. The coupon amount due for this period is USD 149,82 per USD 10,000 denomination and USD 149,85 per USD 50,000 denomination and is payable on the interest physical dele June 24th, 1997.



FRF 87.95 on each FRF 10 000 Principal Amount of the Notes THE PENCEPAL PAYING ACENT

USS75,000,000 ced Floating Rate Notes 1997 o at the holders and The interest rate applicable to the above Notes to respect of the interest perio commencing 24th March 1997 has been fixed at 6.0625% per armant. The interest amounting to US\$309.86 per US£10,000

Notice is hereby given that the rate of interest for the period from March 24h, 1997 to principal amount of the Notes and to US\$3698.61 per US\$100,000 principal mount of the Notes will be paid on 34th September 1997 against pro Bank Leanni (UK) Pic Principal Paying Agen

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NOTICE TO THE SHAREHOLDERS Notice is hereby given that the ANNUAL GENERAL MEETING ers of ISRAEL 2000 SICAV will be held at the Registered Office of the Company on 11 April 1997 at 10:00 arm.

ISRABL 2000 SICAV

AGENDA Report of the Board of Directors:

Report of the Auditor Approval of the financial 31 December 1996;

k Allocation of the net result

Discharge of the outgoing Directors and the Auditor, Appointment of the Directors and Agents of the Company

- Appointment of the Directors: nument of the Auditor. Any other business.

before the Meeting.

The Shareholders are informed that no quocom is required for this Meeting and that the decisions are taken by a simple majority of the

shares present or represented. Each share is entitled to one vote.

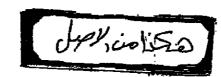
Each Shareholder may see at any meeting by Proxy. For this purpose, proxies are available at the Registered Office and will be sent to

To be valid, the proxies duly signed by the Shareholders must be sent to the Registered Office in order to be received the day preceding the Meeting at 5 pm at the latest.

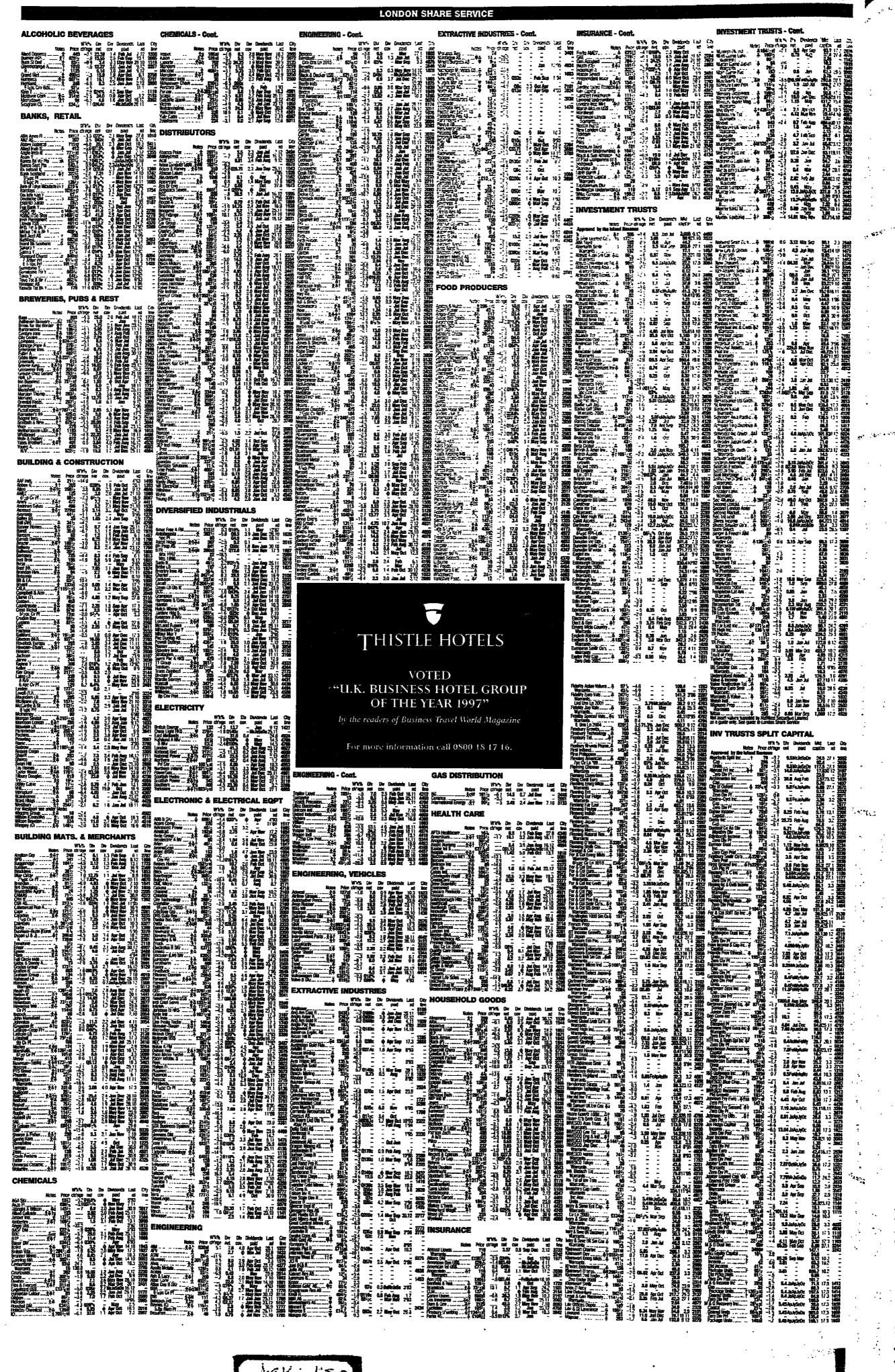
should deposit their shares at the Registered Office five working days

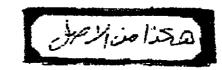
On behalf of the Company,
BANQUE DE GESTION EDMOND DE ROTHSCHILD · LUXEMBOURG - Société Anonya erd Emo L-2535 LUXEMBOURG

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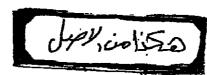


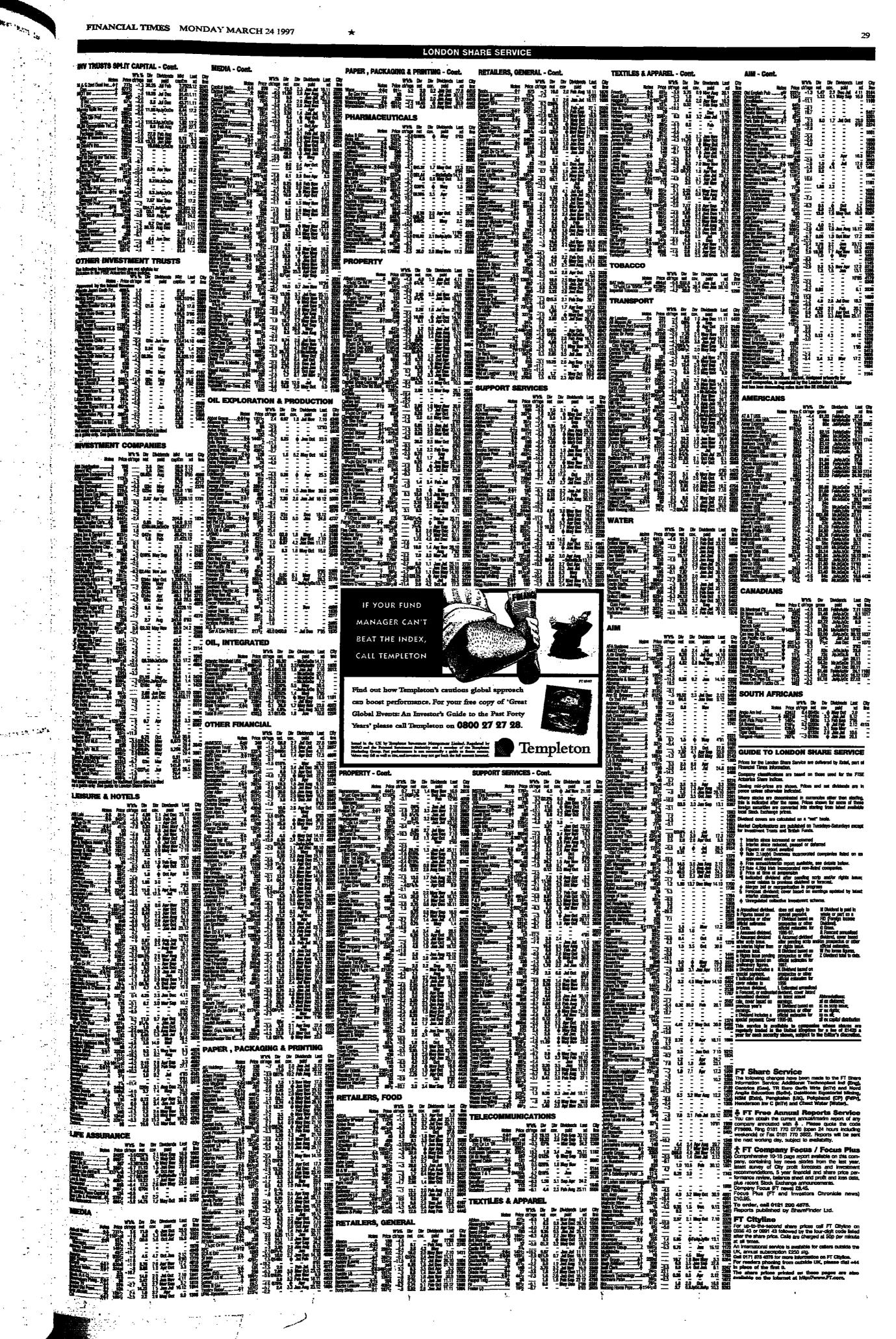
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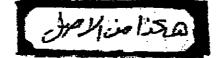


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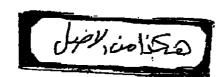




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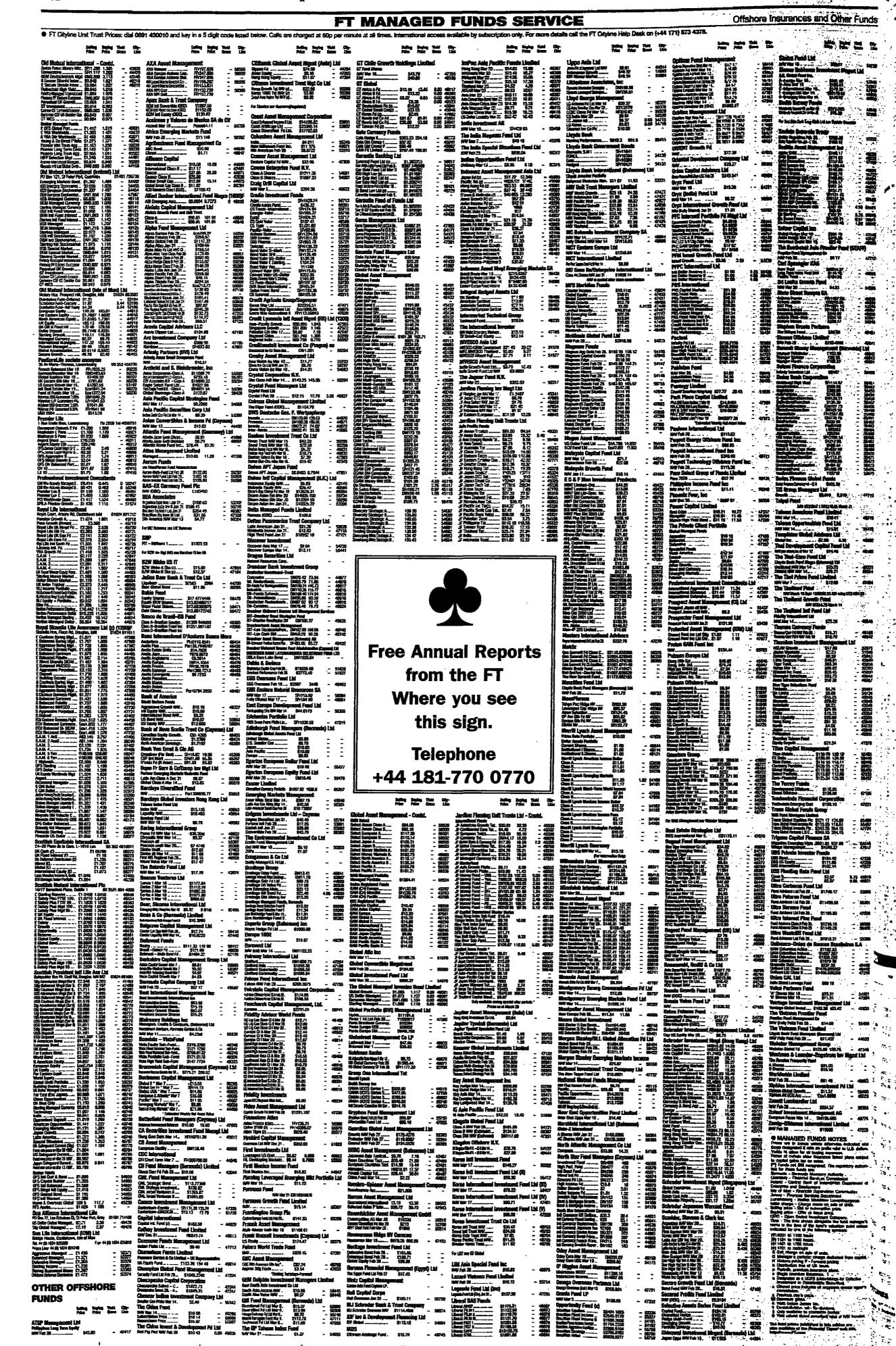


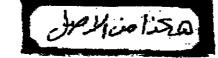
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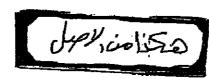


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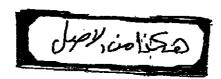
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German steel deadline

Thyssen and Krupp Hoesch, the

The deadline falls for talks between

German industrial groups, on forming

a joint steel venture. The negotiations

follow Krupp's bostile bid for Thyssen

Cromme, Krupp's chairman, has vowed

to resume his ambitious assault on the

Thais burn seized drugs

marijuana and 120kg of opium to be

amphetamines and ecstasy will also be

torched, thousands of tablets of

burned. Thailand hopes to divert

granting of bail to the trafficker Li

attention from the recent. secret

Yun-chun, who was awaiting an

extradition hearing to the US. Li

jumped bail and fled the country.

The 10th world championship for

traditional martial arts, takes place in

(yoto (to Mar 30), About 400 foreign

kendo, one of Japan's leading

and Japanese competitors will

participate. The sport is a form of

Thai drug

authorities

stage their

annual public

burning of the

addition to the

illegal drugs

they have

seized. In

1.112kg of

iast week, which was out on ice for

eight days. If talks fail, Gerhard

entire Thyssen group.

Flights resume to Tirana

Olympic Airways, the Greek carrier. resumes flights to Tirana following a two-week gap. Albania's only international airport reopened after pro-government forces regained control of the area around the capital. Other airlines are also expected to resume regular flights this week. Greece is anxious to restore normal ties as soon as possible in order to protect its ethnic minority in the still-rebellious south.

Blood trial in Osaka

The trial opens in Osaka, Japan, of Renzo Matsushita, the former president of Green Cross, the pharmaceutical company that sold HIV-tainted blood products. Matsushita and two other executives are charged with professional negligence resulting in the death of a haemophiliac user of the company's blood products. Meanwhile. in a separate case in Tokyo, a ruling is to be handed down in the trial of Takao Fujinami, the former chief cabinet secretary, who is accused of receiving bribes from Recruit, the employment services and information group.

Gore visits China

Al Gore, the US vice-president, begins six-day visit to Beijing in spite of recent human rights disagreements and amid allegations of Beijing funding for the Democratic party. Mr Gore will be the most senior US government official to visit Beijing since the massacre in Tiananmen Square in 1989.

Academy Awards in LA



The Academy Awards ceremony takes place in Los Angeles and is expected to be dominated by films nominated for their artistic rather

than mass-market appeal. The leading players in The English Patient. Shine, Secrets and Lies and Fargo are not the usual, instantly recognisable super-heroes. However, the producers are content: the best-picture candidates have already increased their total box office take by more than a third since their Oscar nominations.

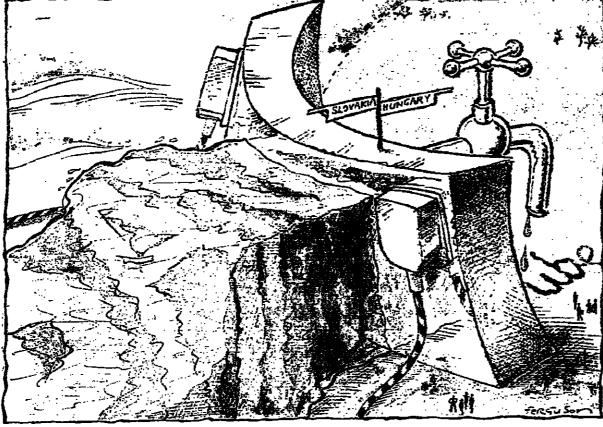
FT Surveys Guernsey; Insurance.

Public holidays Albania, Guyana, Iran.

TUESDAY

Fed poised on rates

The Federal Reserve's open market committee meets to consider whether to raise short-term interest rates.



Dam all: Slovakia gives evidence to the International Court of Justice in its dispute with Hungary client averting the Danizle for hydroelectric power

the economy in the past six months has led most private-sector economists to expect the US central bank to tighten policy for the first time in two years. But, with still very little firm evidence of an acceleration in inflation. the Fed is thought unlikely to raise the Fed funds rate by more than 0.25 percentage points. Investors will be hoping that will prove sufficient to cool the economy down without the need for further increases later this year.

Rome celebrates EU treaty

EU foreign ministers gather in Rome to celebrate the 40th anniversary of the signing of the Treaty of Rome, which founded the then European Economic Community. After the celebrations, ministers will discuss progress in the Maastricht treaty review conference (IGC), whose task is to streamline EU decision-making before its enlargement to central and eastern Europe.

FT Surveys

Investing in South Africa; Japanese Finance and Investment.

Public holidays

WEDNESDAY

Cyprus, Greece, San Marino.

WTO adopts IT accord

About 40 countries meet at the World Trade Organisation in Geneva to adopt an information technology agreement eliminating tariffs on computer hardware and software, semiconductors, telecoms equipment and scientific instruments by 2000. The Mounting evidence of strong growth in | participants - including the US, EU

and Japan - represent more than 90 per cent of the global IT trade, worth more than \$500bn (£314bn) a year. The tariff cuts will start in July.

African border tensions

African heads of state are to meet under the auspices of the Organisation of African Unity (OAU) in Lome, the capital of Togo, to discuss the crisis in the Great Lakes region. The rebel uprising in east Zaire challenges one of the OAU's founding tenets - the inviolability of the frontiers established in Africa by the western colonial powers. Analysts say its repeated calls for a ceasefire are prompted in large part by fears that if Laurent Kabila's guerrillas redraw the map of central Africa, their own countries' borders could also be up for negotiation.

Howard leaves for China

John Howard, the Australian prime minister, visits Singapore before flying on Friday to China, where he is to meet Premier Li Peng and President Jiang Zemin. Mr Howard will be the first foreign leader in China since the funeral of paramount leader Deng Xiaoping, Sino-Australian relations have been delicate recently. China protested over Mr Howard meeting the Dalai Lama, the exiled Tibetan spiritual leader, last year, and was angered by a ministerial visit to Taiwan. It is also concerned over Australian-US defence ties.

FT Surveys Poland; Cyprus.

Public holidays

Bangladesh, El Salvador, Mali.

West Indies v India, 3rd Test (to Apr 1).

FT Survey Brighton and Hove.

Public holidays

Argentina, Burma, Colombia, Costa Rica, Denmark, Ecuador, El Salvador. Guatemala, Honduras, iceland, Mexico, Nicaragua, Norway, Paraguay, Peru, Philippines, Spain, Uruguay, Vatican City. Venezuela, Virgin Islands.

FRIDAY

Offers for Thomson-CSF

Bidders for Thomson-CSF, the French defence electronics giant, must deliver preliminary offers to the ministry of economy and finance by noon. The process is expected to pit Alcatel Alsthom, the telecoms and engineering group, against the Lagardère conglomerate. Alcatel has confirmed it will make a joint offer with an arm of Dassault, the aircraft maker. The deadline for firm bids is May 7.

India/Pakistan talks

India and Pakistan, which have fought three wars since independence, embark on a series of meetings to improve relations. The Delhi talks between the countries' senior foreign office bureaucrats are the first in three frosty years. Relations have been dogged by the 50-year-old dispute over the Indian state of Jammu and Kashmir. The talks' occurrence alone is a positive step, following conciliatory signals particularly since the election of Nawaz Sharif as Pakistan's prime

Crucifixions in Manila

Good Friday is a distinctly painful occasion in the Philippine archipelago. The more devout, or superstitious, of the country's Catholic population have themselves nailed up in a bloody re-enactment of the crucifixion. Others on the ground indulge in ritualistic self-flagellation to atone for their sins. The Philippines' Catholic church neither endorses nor forbids the tradition but it remains a huge favourite with the crowds of spectators especially in San Fernando, Manila, Rizal and Jordan.

FT Survey

Direct Selling of Financial Services (UK only).

Public holidays

(Good Friday) Andorra, Angola, Argentina, Aruba, Australia, Bahamas Barbados, Belize, Bermuda, Bolivia, Botswana, Brazil, British Virgin Islands, Cameroon, Cayman Islands, Chile, Colombia, Cook Islands, Costa Rica, Denmark, Dominica. Ecuador, El Salvador, Equatorial Guinea, Estonia, Fiji, Finland, French Guiana, French

fencing, utilising a long sword made of West Indies, Gambia, Germany, Ghana, Gibraltar, Grenada, Guam, Guatemala, Guyana, Hatti, Honduras, Hong Kong, iceland, indonesia, Ireland, Jamaica, Kenya, Kiribota, Latvia, Lebanon. Lesotho, Liberia, Liechtenstein, Macan, Madagascar, Malawi, Malta, Mexico, Montserrat, Namibla, Nauru, Netherlands, Netherlands Antilles, New Zealand, Nicaragua, Nicaria. Norway, Panama, Papua New Guinea. Paraguay, Peru, Philippines, Portugal, Puerto Rico, Seychelles, Storra Leone, Singapore, Slovakia, Solomon islands, South Africa, Spain, Sri Lanka, St Kitts-Nevis, St Lucia, St Pierre, St Vincent, Suriname, Swaziland, Switzerland, Tahiti, Tanzania, Tunga. Trinidad, Turks and Caicos Islands, Uganda, UK, US (many states). Uruguay, Vanuatu. Vatican City. Venezuela, Virgin Islands, Western Samoa, Zambia, Zimbahwe.

SATURDAY

Summer time in UK Clocks go forward one hour at midnight, marking the start of British summer time.

Soccer

Nine World Cup European qualifying matches, including: Scotland v Estonia; Wales v Belgium: Northern Ireland v Portugal, International friendly: England v Mexico.

Rowing



The world's most famous boat race between Oxford and Cambridge universities takes place on the river

and Mortlake. Cambridge, having won the last three, start as favourites.

Public holidays

Botswana, Brazil, Chile, Fiji, France. Guatemala, Hong Kong, Panama, Papua New Guinea, Solomon Islands, Spain, Suriname, Taiwan, Vatican City, Western Samoa, Zambia, Zimbabwe.

SUNDAY

Japanese coal mine closes Mitsui Coal Mining is to close the Milke mine in Fukuoka, Japan's oldest and largest coal mine, after 120 years. This will leave just two coal mines working in Japan - the Ikeshima mine in Nagasaki and the Kushiro mine on the island of Hokkaido. The Milke mine was forced to cut coal output following big imports of cheap coal and the shift to oil as an energy source.

Motor racing

Brazilian grand prix, Intorlagos.

Compiled by Simon Strong Fox: (+44) (0)171 873 3194

Other economic news

Monday: The recovery in the French economy is unlikely to have made much impact on French unemployment during February. The market is forecasting a rate of 12.7 per cent, the same as December and January. Tuesday: The continued strength in the US economy will be reflected by strong consumer confidence data. Both the Conference Board and University of Michigan indices are forecast to be near recent highs. Wednesday: The UK's visible

trade gap is expected to have narrowed from £845m in December to about £700m in January because of a lower countries. The trade deficit is expected to worsen later in the year. Thursday: Production cuts at Toyota are one of the reasons behind the forecast for

industrial production during February, after a 5.6 per cent increase in January. Friday: New home sales in the US are expected to have remained at a robust level of over 800,000 in March after

a 3.3 per cent month-on-month fall in Japanese

870,000 in February, a result of strong housing activity.

Statistics to be released this week

		31	<i>G</i> uauca	to be t	eleased	CH2	week		·
Day Released	Country	Economic Statistic	Median Forecest	Previous Actual	Day Rolessed	Country	Economic Statistic	Median Forecast	Previous Actual
Mon	Japan	Jan coincident Index	90%	90%		Japan	Feb BoJ corporate services prices		-0.1%
Mar 24	Japan	Jan leading differential index	44.4%	70%	Fn	Japan	Mar consumer price Index, Tokyo	0.1%	. 0.1%
	UK	Q4 gross domestic product, final***	0.8%	0.8%	Mar 28	Japan	Mar cosmer prod indx, ex-perishables	°0.1%	0.1%
	UK	Q4 gross domestic product, final**	2.7%	2.7%		Japan	Feb consumer price index, nation™	0.7%	0.6%
	UK ·	Q4 current account	-£175m	-£71m		Japan	Feb cosmer proe indx, ex-perishables*	0.4%	0.5%
Tues	Japan	Feb supermarket sales**		0.8%		Japan	Feb unemployment rate	3.2%	3.3%
Mar 25	Japan	Feb department slore sales**		0.5%		Japan	Feb job offers/seekers ratio	0.77	0.76
	US	Feb existing home sales	4m	3.94m	-	Japan	Feb industrial production;	-3.3%	5.6%
	US	Mar consumer confidence	118.3	118.4		Japan	Feb shipmentsf		6.4%
	US	Redbook (Mar 22)		0.8%		France	Mar Insee Industrial survey	8	6
	Japan	Mar trade balance (1st 10 days), not†		Y367bn		France	Feb unemployment rate	12.7%	12.7%
	France	Feb consumer price index, final**	1.6%	1.6%		France	Feb jobseekers*	0.1%	0.6%
Wed	Italy	Jan quarterly unemployment	12.1%	12.2%		US	O4 gross domestic product, final	4%	3.9%
Mar 26	UK	Jan global visible trade	-£710m	-£845m		US	Q4 gross domstc product, deflator final	1.8%	1.8%
	UK	Feb ex-EC visible trade	-£565m	-£398m		US	Q4 after tax corporate profit	2.2%	-1.4%
	US	Feb durable orders	-0.5%	3.6%		US	Feb new homes sales	820,000	870,000
Thurs	Japan	Feb retail sales**	-1.8%	-0.6%		US	Mar Michigan sentiment, final	101.9	101.9
Mar 27	US	Initial claims (Mar 22)	313,000	312,000	During t	he week.	-		· · · · · · · · · · · · · · · · · · ·
	US	State benefits (Mar 15)		2.328m		Germany	Jan trade balance	DM6.5bn	DM7.3bn
	us _.	Mar agriculture prices		-2.8%		Germany	Jan current account	DM2.7bn	-DM3bn
	US	M1 (week ended Mar 17)	-\$0.5bn	-\$3bn		Italy .	Feb balance of payments		L5,300bri
	US	M2 (week ended Mar 17)	\$4.5bn	\$4.4bn		İtaly	Feb forex reserves		1114,000bn
	US	M3 (week ended Mar 17)	\$4bn	\$7.7bn		italy	Jan trade bakınce (payments)		L3,600bn
,	Japan	Mar whilesale price indix (2nd 10 days)		-0.1%		Italy	Feb total bank lending		2.4% :
	Japan	Feb BoJ Corp services prices**	=	-0.7%	"month on mo	nth, "year o	n year, ""quarter on quarter, †seas/adj Statis	atics, courtesy le	MS Internetional

ACROSS 1 Note of scale to strike

- nations dumb (11)
 7 Bundle of notes women notice (3) 9 Name, formerly, for the
- present time (5)
 10 Well, quivering all over in appropriate style (9)
 11 If about to restore bearth
- (9) 12 Theatre-in-the-round (5) 13 Loss of power from cuts in energy, twice (7) 15 Wrestling with amount of
- money, and nothing more? 18 Separate cream with piece of whisk implement (4) 20 Set of things awaiting
- delivery? (7) to a T? (8)
 23 Clubs not yielding to soci- 17 Average ety (5) 24 Number of events of which
- 21 is one (9) 26 Pink in motor-race (9) 27 Dish of cooked tripe (5) 28 Spotted gnome (3)

29 This native speaker needs money to ring and put through a call (11)

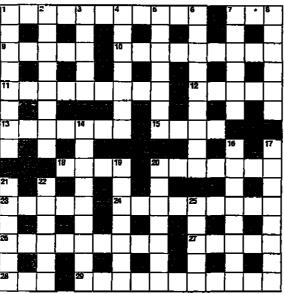
- 1 Jumper not wanted on
- 2 7 across making stock stagger (8) 3 Potter in advantageous
- position (3-2)
 4 Burning light can intensify 5 She plays with little resolution in new production of
- Cats (7) 6 Gaunt, toothless what's his-
- name (9) 7 West Indian openers sadly gone for a duck (6) Poet in dull study (6) 14 Fish with rod or spear-han-

suiting T.S. Eliot

Weapon su to a T? (8) life for the 19 Island of cake and wine (7) 20 State returning broken icon with very few words (7)
21 Endlessly talk about com-

dle (9)

petition of 24 (6)
22 Writer to Ignore Polonius' 25 Gratuity increased for such



WINNERS 9,320: P. Convers-Silverthorn. Broadstairs, Kent; C. Bruce, Dunblane, Perthshire; R. Danson, Luton; L. Vaughan, Ashton-under-Lyne, Lancashire.

MONDAY PRIZE CROSSWORD

No.9,332 Set by DINMUTZ

Six bottles of Davys Celebration Champagne for the first correct solu solution opened and three runner-up prizes of \$40 Davys food and wine vouchers redeemable in person or by post. These prizes are available only to winners living in England, Scotland and Wales, Winners with overseas addresses will receive a set of silver-plated place name bases and cards. Solutions by Thursday April 3, marked Monday Crossword 9.332 on the envelope, to the Financial Times, 1 Southwark Bridge, London SEI 9HL, Solution on Monday April 7. Please allow 28 days for delivery of prizes.

Solution 9,320



PINE WINES AND EATING

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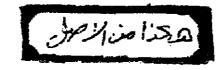
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"Prepare "rescrives", then act as though you have no reserve at all. This is the secret of a stable business



Robe

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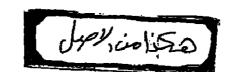
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#### THIS WEEK

could be in for a shock. All it will take is for a Libit of an anticylone to descend on the city, giving it a couple of nice days of sunshine and stillness for traffic fumes to build up, and - hey presto - at a time when he is calling for elec-5pm one afternoon the authorities will decree that half the city's cars will have to stay off the road the following day. Exactly which half will depend on the car's licence plate and the date; even-numbered cars can be used on even-numbered days. odd-numbered vehicles the rest of

Government agreement to this contingency plan, under France's clean air act, has taken almost everyone by surprise, not least Corinne Lepage, the environment minister. Lepage, the only non-party member of the Juppe govnt, has lost a series of cabinet battles, most recently over the issue of restarting the Supernhentx nuclear reactor on which

4 44

2.2

### Paris turns to Nanny for fresh air not to see the female minority in

his government shrink further at toral parity between the sexes, Juppé earlier this month gave Lepage the consolation of having her way on Paris.

The Lepage plan for Paris would be triggered if pollution reached "Level 2" and if weather forecasts showed a risk of it reaching "Level 3" the following day. The probability of it being triggered can be gauged from the fact that Paris has since 1994 hit "Level 2" 20 times and "Level 3"

Such a plan is, of course, not new in Europe. Athens has had a the world as well as an extensive similar scheme in force for several years. But Paris is not Athens; it has less sunshine to react with car fumes, far less industry clustered around, and has arguably the best metro in a bit. Some 3m cars flow in and

#### DATELINE

Paris: an anti-pollution plan for the French

capital awaits the first few days of sunshine and stillness, writes **David Buchan** 

suburban railway. "I don't see why I should lose half my clientele," my local garagiste grumhied this week

years as mayor, of building a minimum of 5,000 new under-ground parking places every year. Cars now lurk underneath virtually all its squares and wider boulevards, including the Champs Elysées. Peugeot and Renault also make a higher share of diesel engines, which consume less fuel but spew out relatively more pollutants, than their com-

of Jacques Chirac, during his 17

However, many Parisians have some kind of rural bolt-hole or country cousins to give them a breath of fresh air in the wide open spaces of the French countryside. The latter remains pretty impervious to the environmental movement, even though farmers

efforts to rationalise.

surprise and unease.

As Randa has been Bank Aus-

tria's chief executive for less

than two years, it was assumed

that he was far too busy to con-

template yet another massive

merger. Hence, the swiftness of

Bank Austria's acquisition of

Creditanstalt, Austria's proudest

banking symbol, has caused both

Is it the final act of a power

hungry banker? Or one of the

shrewdest deals in recent Euro-

pean banking history? Everyone

grees that Austria has too many

banks and profits will only

recover from a reduction of bank-

ing capacity. Robert Law, of Leh-

man Brothers in London, thinks

Bank Austria stands a better

chance than most of reaping

financial benefit from the acqui-

by Bank Austria's commitment

to maintain Creditanstalt as a

separate entity for at least five

out of the city every day, per-versely tempted in by the policy areas, such as the south-west, the avoid blocking narrow streets in the daytime, every night of the huntin', shootin', fishin' lobby has formed a quasi-political party (Chasse, Peche, Nature et Tradition) to counter Green attempts to keep them from their animal

A genuine environmental

movement now exists in French cities, many of which have taken intelligent steps to provide unpolluting public transport. Lyons has its own underground metro. while Lille, Strasbourg, Grenoble have reintroduced trams, and Bordeaux - where Juppé is in French life, for people to leave it to the state or public authority

Take the city of Paris and its

the daytime, every night of the year, including Christmas Eve, the garbage trucks come round. Another set of men come round with water trucks and spray (even when it is raining) the pavements (and also your car, if you ask them nicely). A third set of specialists pass by on their "crottinettes" - motorcyles with a hoover on the front which

of the rest. But as a result of this superb mayor - plans to follow. But civic service, paid out of high there is a tendency, as elsewhere taxes, many Parisians have a rather Latin insouciance about what they, and their dogs, put in the streets.

sucks up dog turds into a tank on

the back. A fourth group, sweep-

ers with green brooms, takes care

Private environmental stan-Yet Paris is beginning to choke in certain areas, like pig production enormous squad of green-painted dards are often lower, partly out a bit. Some 3m cars flow in and ers in Brittany, are now proving trucks and green-clad men. To of the French tendency to open dards are often lower, partly out

their purses less to each other than to their money-gobbling state or city. I have, for instance, had a long, and fruitless, guerrilla war with my landlord about our apartment block's coal furnace that gives off sulphur fumes that remind me of the UK 40 years ago.

Local government, too, is still often the "Nanny-state" writ small. Running alongside a small park outside our apartment is a big old wall, which last year had a dramatic face-lift dictated by "Nanny", in this case the elegant, well-coiffed mayoress of the 7th arrondissement.

"Nanny" called a local meeting to explain her plan. My wife and I went along. It was lively session, with plenty of opponents, like ourselves, of the change, but made completely moot by the fact that it eventually transpired the wall painting contract had already been signed. In the end, we were wrong. The wall mural of pastel tree outlines is superb.

The Monday Profile: Gerhard Randa, Bank Austria

### Biker turned banker

"hen Gerhard Randa, chief executive of Bank Austria, looks into his mirror what does he see? Is it a leather-clad. trail-blazing Harley-Davidson biker who couldn't care less about upsetting the locals as he races from one big deal to the next? Or does he see a pillar of the Austrian establishment who is leading the fight to modernise Anstria's economy?

Despite his fondness for large motorbikes and jazz, Randa, 52, appears at first sight more cut out to be a member of Austria's tight-knit business and political establishment than a business tearaway. He heads Austria's biggest bank which has just taken over Creditanstalt, the country's second biggest bank. He is chairman of the Vienna stock exchange sits on the boards of several of Austria's biggest companies, and, as a member of Austria's ruling social democratic party, has no difficulty getting the ear of Austria's leaders.

Randa's Bank Austria, even after the Creditanstalt acquisition, may be only a blip on the European banking scene, but in Austria Randa is without doubt the country's most important banker, and probably its most powerful businessman.

Heimo Hackel, Randa's longtime spokesman, despairs at the popular portrait of his boss as "Rambo Randa", who got to the top of Austrian banking by trampling on the opposition in one swift deal after another. According to Hackel, his leader is a "very friendly and warm person" who is nowhere near as tough as his enemies portray. True, he once took off on a motorbike holiday across the US West, but as far as Hackel knows, Randa no

longer owns his own chopper. Nevertheless, Randa is a bit of a maverick - and a lucky one. He spent the first 20 years of his career with the Zentralsparkasse, a savings bank set up by the City of Vienna, which still lies at the heart of Bank Austria. Nine



chairman of Creditanstalt, then the merger is now seen as a sucthe country's biggest bank, and stood a good chance of eventually taking over as chairman.

However, Randa has always been a man in a hurry and in 1990 he was offered the top job at Osterreichische Länderbank, the country's fourth biggest bank. Within a year he had organised the 1991 merger with his old bank, Zentralsparkasse, creating Bank Austria.

Randa was given the job of deputy chief executive and sorting out a merger which he now admits involved "some very bloody years". Bank Austria had years ago he was made deputy to cut its dividend and, although

sition. He is impressed by Randa's promise to double earnings per share over the next five years. Nor is he overly worried

> years and agreement to no compulsory redundancies. While everyone accepts that Randa is a shrewd deal-maker. there is less agreement about his managerial skills. There has been a high turnover in the Bank Austria boardroom and when a couple of board members were forced to resign last year after a botched

attempt to stop a competitor

offering above-market yields to

competitors, they were promptly

re-employed within the group. It was hardly a reassuring sign that Bank Austria has the manement in depth to rise to the challenge of turning an unfriendly takeover into a friendly merger. Randa's most important job during the next few months will be to convince AV-Z, a City of Vienna foundation which is Bank Austria's bigthe international investment gest shareholder. However, Bank community, which is going to have to digest a lot of Bank Aus-Austria got into a fight with First tria paper, that Austria's biggest Austrian, Austria's oldest bank is not just a one-man show.

It could turn out to be one of his

tougher challenges. William Hall

#### FT GUIDE TO:

#### THE STATE OF GERMANY

Angry workers protest against a possible hostile previously agreed. But the Bonn coalition faces takeover of steel giant Thyssen. Coal miners stalemate in talks with the opposition Social Demblockade Bonn and win extra government subsidies. And there is a possibility of not satisfying the Maastricht criteria for membership of Europe's planned single currency bloc. Is Germany falling apart?

The economy is no longer a wunder. Germany is undergoing a painful restructuring, forced by international competition. Unemployment has reached 4.67m. And many features of the German model are being challenged - generous social provision, joint decision-making between workers and management, and refusal to allow shareholders' interests to dominate

Pressure is becoming more acute because of the possible difficulty in meeting the Maastricht criteria for the public deficit and debt - two of the criteria which will determine membership of the EU's single-currency bloc.

In the past weeks this pressure has been vented in protests. And the government, with no desire to fuel conflict, has buckled. But Germany remains a powerful European economic motor. Its GDP last year was twice that of the UK. GDP per capita is on a par with the US. And modest economic growth of 2-21/2 per cent is expected this year - bardly the sign of economic failure.

Will there be riots on the street?

Don't be misled by John le Carré's A Small Town in Germany. Protests may be ill-tempered but at the end of the day, everyone goes home to bed: miners in Bonn even cleared up their rubbish afterwards. The debate is about middle-class standards, job security and welfare provision. There is no disaffected youth movement: unemployment among the young is less than half the EU average, thanks to Germany's still-strong training system.

But something has gone wrong. Has Chancellor Helmut Kohl lost his grip?

Perhaps. Certainly Kohl has a lot on his plate. In addition to domestic economic difficulties, the chancellor has linked his political future to the success of the new euro currency. He believes further European integration is vital to ensure peace across the continent. But if Germany itself cannot meet the criteria for adoption of the single currency, the project may have to be delayed. Meanwhile, the importance to Germany of the possible eastward expansion of Nato should not be under-estimated. Less than seven years ago, Germany was two countries; 50 years ago it was in ruins. A new defence pact (or otherwise) will determine its place in the post-cold war era.

What is Kohl doing about it all? Not a lot. A charitable explanation is that the

chancellor plays a long game - less kind, that he is fiddling. The coal dispute was resolved by reducing massive subsidies at a slower rate than

stalemate in talks with the opposition Social Democratic Party (SPD) about tax cuts intended to boost the economy. Reform of Germany's expensive pay-as-you-go pension scheme is some way off. Other decisions, such as that on the Eurofighter aircraft, are delayed. On unemployment, Kohl has set the goal of halving the total by 2000, but says everyone has to take responsibility.

So traditional German consensus-seeking politics are alive and well?

Yes, but - again being charitable - that is because of circumstances. The SPD controls the Bundesrat, the second chamber of parliament, where many important decisions have to be approved. And consensus is embedded in the German mentality. Opinion poll support for the Free Democratic Party - the nearest Germany gets to US/UK-style free market economics - runs at only 5 per cent.

But politicians are being overtaken by events. Take last week's hostile takeover bid by Krupp, the steel and engineering group, for Thyssen. Steel faces stiff foreign competition; arguments for consolidation are overwhelming. And after many years of trying, Krupp saw no chance of a friendly approach succeeding. Its hostile approach, backed by some of the biggest names in German banking, forced negotiations about a joint steel venture which conclude on Thursday.

If there is so much fuss about one takeover bid in the steel sector, what chance is there of Ger-

many's broader problems being solved? Cue much German angst. Perhaps European monetary union will be postponed this summer and industrial strife intensify. But Kohl has been written off before, only to make a comeback. There is nothing like a crisis to concentrate minds. There remains much fat in public spending which could yet be trimmed to ensure the Maastricht criteria are met. And a weaker currency during the past year should stimulate the economy. Nevertheless Kohl has not yet said whether he will contest federal elections due late next year. Maybe he is leaving open the option of stepping down after the EU summit in Amsterdam in June.

What of Germany in the 21st century?

Necessary restructuring is clearly being avoided. A long-term decline relative to other countries could be underway. But economists will argue for decades about when the turning point was, and how long-term the decline.

Should I bet on Germany not joining the single currency bloc as planned in January 1999? Perhaps worth a speculative punt, but don't stake

Ralph Atkins

## Today, big ompanies bill on Windows !

The second second second second

24

#### Robert Chote . Economics Notebook

### Euro may unseat the dollar

cess, it has not been reflected in

return on equity. Bank Austria's

shares are still lower than at the

By 1994, Randa was on the war-

path again, helping to organise a

bid for Girocredit, Austria's third

biggest bank, with the help of

savings bank, and failed to win

complete control. It was left with

a large minority shareholder and

an independent Girocredit man-

agement which rebuffed Randa's

time of the merger.

The sheer size of Europe's economy will bolster its putative currency



sterling as lynchpin of the international monetary system between the wars. Europe's putative single currency poses the first serious threat to its hege-The euro's status as an inter-

national currency will depend on the willingness of public and pri-Vate sectors around the world to use it as a store of value, medium of exchange and unit of account. That in turn will depend on several factors, of Which the size and strength of its domestic economy will be among the most important.

In this respect, the euro clearly poses a threat to the dollar. Europe's economy is bigger than America's, with output of goods and services in 1996 totalling \$8.4tr in the EU compared with \$7.2tr in the US. At \$1.9tr Europe's external trade (exports plus imports) also outstripped the US total of \$1.7tr. Even a modest monetary union comprising only Germany. France, Austria and the Benelux nations would create an economy twothirds the size of the US and carrying out more global trade.

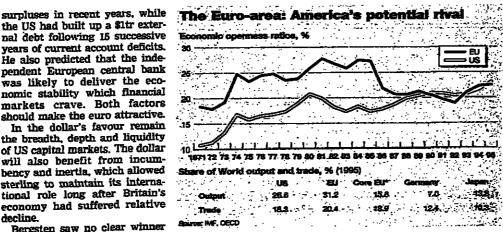
As well as drawing attention to Europe's size advantage. Fred Bergsten, director of the Institute for International Economics, argued at an IMF symposium last week that "the structural features of -united Europe are likely to produce a euro that will ultimately challenge the dollar as the world's key currency".

surpluses in recent years, while the US had built up a \$1tr external debt following 15 successive years of current account deficits. He also predicted that the independent European central bank was likely to deliver the economic stability which financial markets crave. Both factors should make the euro attractive. In the dollar's favour remain the breadth, depth and liquidity of US capital markets. The dollar will also benefit from incum-

sterling to maintain its international role long after Britain's economy had suffered relative decline. Bergsten saw no clear winner in the short term: "A bipolar currency regime, with Japan as an important, but less significant. player, will replace the dollar-denominated system that has prevailed for over half a century". That prospect raises an important question: will the euro per-

foreign exchanges relative to its main international rivals? In the short term, this will depend in part on the degree to which private sector investors and central banks opt to switch assets denominated in other currencies into euros. Bergsten estimates that this portfolio shift, largely out of dollars, will total between \$500bn and \$1tr, with private reallocations accounting

for by far the larger share. By way of comparison, Japanese investors shifted \$230bn from domestic into foreign assets between 1980 and 1985, during which time the dollar rose 25 per national output than it does for



cent against all G10 currencies. An increased demand for assets denominated in euros will certainly put upward pressure on its exchange rate, but by how much is not clear. Michael Mussa, chief economist at the form strongly or weakly on the IMF, told the symposium that shifts in interest-bearing assets push up its exchange rate. And International argued that the increased desire would be met by a greater sup- real interest rates fell. ply as more institutions chose to borrow in euros. The net effect on the exchange rate would

therefore be ambiguous. The euro-area, like the US, will be a relatively closed economy with external trade accounting for a much smaller proportion of had but modest current account cent against the yen and 75 per most individual European econo-dicted that monetary union the health of Europe's economy.

mies. Nonetheless changes in the euro exchange rate will still

have important economic effects. Professor George Alogoskoufis, of the Athens School of Economics, told the symposium that portfolio shifts might well push the euro higher against the dollar, overshooting the level justiwere more likely to reduce the fied by economic fundamentals. euro interest rate rather than Initially this would improve the EU's current account position William White, of the Bank for (by making imports cheaper) and International Settlements, push up real interest rates. But the euro would then weaken as for euro-denominated assets the trade position worsened and

> in the longer term, the euro's performance on the foreign exchanges will depend in large part on the interest rate policy pursued by the European central bank and the budgetary policies pursued by the governments

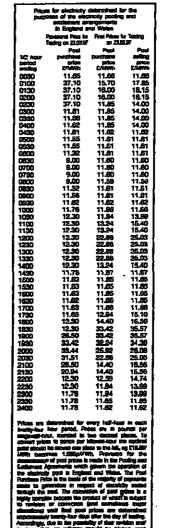
within the euro-zone. Paul Masson, of the IMF, pre-

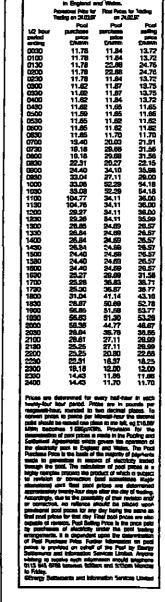
would eventually help stabilise key economic variables within the euro-area, but he added that the European central bank would at first have great difficulty using these indicators as a gaide to policy. The ECB will need practice before it can interpret euro-area statistics and judge how the economy will respond to policy changes Masson concluded that the

central bank's proposed inflation and money supply targets might therefore be difficult to apply. "A more discretionary policy, in which the exchange value of the euro, among other indicators, is given a certain amount of atten-tion, may instead emerge," he said. Paul Jenkins, of the Bank of Canada, predicted that a 5-6 per cent change in the euro's exchange rate would have the same impact on a small single currency area as a one point change in interest rates.

But many economists dispute the usefulness of such rules. Several participants in the symposium also warned that the euro would be more volatile relative to the dollar than existing European currencies. That would make exchange rate movements even more difficult to interpret.

The ECB will begin its life making policy in the dark. With no track record and everything to prove, the greatest danger is that it will err too much on the side of caution and keep interest rates too high. If governments respond by relaxing budgetary policy, then the euro may indeed begin its life as a strong currency - but to the detriment of





## Clients and agencies: long-lasting affairs

The recently published 1996 UK ness. Yet fewer than half-a- mould they could lay their paws advertising agency league table, dozen accounts followed them, on they both (independently) in which the two-year-old M&C Saatchi agency leapt into the No 8 spot, with billings of £175m, was held by observers to be further proof that the advertising game is highly volatile, and that clients shift from agency to agency at the drop of a storyboard. Codswallop.

Compared to many others, the advertising agency business is almost boringly stable. J. Walter Thompson has been in existence - and one of the business's leaders - for well over a century: far longer than most of its clients. During its long life it has naturally passed through several generations of management, different in every country in which it operates, and through several forms of ownership. The same is true of more than half the other top 20 British agencies, a dozen of which are members of agency groups more than half a century old. Nor are clients nearly as

fickle as many believe. On average, clients stay with their agencies for seven years. Experienced advertisers tend to stay much longer. During the Maurice Saatchi shindig, nobody mentioned that Procter and Gamble was with Saatchi and Saatchi long before Maurice and his art-loving brother Charles were even twinkles in Margaret Thatcher's eye. The P&G account was with Compton, which the Saatchi brothers bought in 1982, and it hasn't moved yet.

Indeed, far from reflecting volatility, the Maurice Saatchi saga could just as easily be adduced as proof of the agency game's almost rocklike stability. After all, Maurice and Charles Saatchi were not just employees. They were the founders of the original agency. When they quit, in high dudgeon, they took with them more than 30 staff, including the agency chairman and deputy chairman, the creative directors, the joint managing directors and just about all the other senior management.

That is a massive blood-let-

representing about 6 per cent of instituted regular monthly tourtheir ex-agency's billings. Some of those accounts are big, and Maurice's new agency is undeniably doing well. But his former agency remains one of the biggest in the UK.

Why, even in times of turbulence, do clients like P&G stay loyal to their agencies? J. Walter Thompson has held on to several of its biggest UK clients, including Rowntree and Unilever, for well over six decades. Though they constantly experiment with marketing suppliers - sales promotion companies. direct marketing agencies, market research companies and the rest - clients have long-lasting

relationships with their adver-

hat differentiates ad agencies from the others in this matter of client promiscuity? Manifestly, clients are not loyal to their agencies out of indolence or inertia. (P&G indolent? Inert?). They are loyal because they believe it to be to their advantage to stay with their ad agencies. Changing agencies is time consuming, wasteful and risky. Clients are rightly wary about switching important contracts around. And advertising - despite the endless debate about the growth of new media - is still where the big money is. Last year over £11bn was spent in Britain above the line, accounting for around 75 per cent of all marketing communications expenditure. Size matters, It is one thing to risk £10,000, or even £100,000, on an untried supplier. It is quite another to risk £lm or more.

Not everyone has always known that. Almost 30 years ago, two smartypants entrepreneurs, John Bloom and Cyril Lord, decided that long-lasting agency relationships were rubbish. So neither appointed agencies, although both were spending small fortunes on advertising. John was in washing machines, Cyril in carpets. ting in a personal service busi- Determined to break every for ever.

naments in which any agency that fancied its chances could enter campaign ideas.

Bloom and Lord would then peruse all the campaigns submitted and pick those that appealed. Agencies which struck lucky made a fast buck that month; the others lost their bets. Then Bloom and Lord both went bust, taking several of the agencies that had played their Russian roulette game with

Since the 1960s no other advertiser has attempted, as far as I know, to emulate the Bloom/Lord system, though some of the partwork publishers have come close. A tiny number of flaky, fly-by-night clients switch agencies whenever they get bored, which is all too often. They are well known in the advertising village, and only desperate agencies accept their

Wise advertisers know that communicating their brands' benefits in above-the-line advertising is difficult, and mistakes may cost them dear - far more in lost sales and profitability than the cost of the advertising alone. A lousy (or inappropriate) campaign can do immense long-term damage to a brand. It's happened. For a new agency to get under the skin of a brand to really understand its personality, takes quite a while. And for a client and agency to learn to work together efficiently and productively can take quite a while, too. Long-lasting relationships,

however, inevitably breed complacency. Agencies, like spouses, all too easily start to take their other halves for granted. People who have been working together for too long and have grown too close can become casual and sloppy. At that point the client must read the agency the riot act. It is far better for a client to kick the agency into pulling up its socks than to give it the boot. If the agency still fails to respond well, nothing, but nothing, is



## UK sponsors look to US

British TV may soon resemble that of America, says Alison Smith

ment programme sponsored by a DIY chain, but should not - on terrestrial channels - be able to watch a programme on fishing sponsored by a specialist

This judgment by the Independent Television Commission, a broadcasting watchdog, comes in its revised rules for TV sponsorship which should be published

in the next few days.
Its refusal to allow "masthead programming" on ITV and Channel 4 comes in the face of strong and supporting promotional pressure from potential sponsors. The watchdog says that since about three-quarters of UK households receive only the terrestrial channels and that the channels are likely to feature only one specialist programme in any subject, relaxing the rules would come too close to giving a particular magazine a virtual monopoly of TV coverage in its speciality.

Overall, however, the revised rules give potential sponsors more flexibility, and are likely to contribute to the growth of TV sponsorship that has occurred in

Last September, for example, saw the start of the largest sponsorship to date, as Cadbury began a relationship with Coronation Street, that doyenne of UK soap operas, introducing chocolate characters - including a

broadly the same place in the UK's affections as the programme. "The best sponsorships are those where there is an equivalence of stature between the two partners," says Richard Frost, Cadbury's head of public relations. "If, for example, Michael Jackson were to be sponsored by Fisherman's Friend, then it probably wouldn't work."

The deal is likely to cost Cadbury nearly £10m for a year, taking account both of on-air fees activity, but it already appears to have benefited the company.

An analysis by Janine Gamon of Millward Brown International and Ivor Millman, chairman of the ITV sponsorship committee, which was presented to a Market Research Society conference last week, found that not only the chocolate but the company was regarded more positively by people aware of the sponsorship. than by those who were not. They gave Cadbury higher ratings for being up-to-date and a supporter of local community.

But there are limitations. Although sponsorship airtime is generally slightly cheaper than spot advertising, it does involve spending large amounts while being able to say less about the

And it cannot replace spot advertising entirely. "Unless you which the company embodies. postman - at the start and end of continue to run other advertis-

ritish television viewers should now be able to watch a home improve- each episode. Cadbury was attracted to the tain number of people," points idea because it felt that it held out ian Lewis, broadcast director at Zenith Media, the UK's largest media buying agency. "There are some people who will never watch Coronation Street."

Moreover, some programmes but simply had a small logo of yield few additional marketing screen during an intermission. opportunities. For example, it is hard to imagine that Doritos, the snack brand that sponsors films on ITV, will be able to round up the cast of the season's blockbusters to take part in promotional activities.

ven so, there seems a consensus that in time UK television sponsorship will grow and become more like sponsorship in the US, the home of the phrase "This programme is brought to you by . .

If potential UK sponsors are looking across the Atlantic, they will find vivid recent examples of the risks sponsors run. Last spring, Taco Bell, the Mex-

ican food company, was one of three title sponsors for the Dana Carvey Show, a prime time comedy. It won a sizeable audience, but was too controversial for the company, which withdrew after the first episode.

Taco Bell says bravely that this has not put it off sponsoring comedy in the future, because this represents one way of reflecting the values of "fun and energy"

A risk paid off, however, for Ford, the motor company, which last month sponsored a network showing of Steven Spielberg's film Schindler's List. Ford did not run advertisements in the film, but simply had a small logo on

Some potential sponsors had decided that the subject of the Holocaust and the violence and nudity in the film made sponsorship too difficult. Jim Schroer, executive director

of worldwide marketing at Ford. says the opportunity was too good to miss. "Sponsorship of this special and unique experience was a big step in telling our customers and our own people that the company has the right values," he says.

He agrees that some people did respond negatively, but says they were far outweighed by the posi-tive reaction. "You have to take an appropriate risk."

in an environment where the onscreen clutter makes it increasingly hard to distinguish programme from promotion, the Schindler's List sponsorship also provided a way for Ford to set itself apart from other advertis-

As the UK moves, albeit gradually, towards a more relaxed regime for TV sponsorship, British advertisers, too, will have to seek new ways to stand out from their competitors. A chocolate postman may then no longer be "You have to be bold to break

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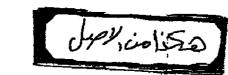
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#### ADVERTISING

## Lachlan advances in 'battle' of succession

But power at News Corp may one day be distributed among the three young Murdochs, says Raymond Snoddy

about 250 international investment analysts to a day of presentations on the future of the company last month, Rupert Murdoch, chairman and chief executive, dominated the show. During the meticulously

scripted production in the Twentieth Century Fox stu-dies in Los Angeles, Rupert Murdoch insisted that he thought of News Corp as "tiny - relative to the oppor-tunities in the worldwide market for media" and denounced reports that newspapers are in decline as "just plain wrong".

But there were two other Murdochs on parade that day - Rìsabeth Murdoch who reported on the affairs of British Sky Broadcasting as its director of programming and more centrally Lachlan Murdoch, managing director of News, which brings together all News Corp's Australian interests. Lachlan, who is 25, and the Murdoch considered by the outside world most likely to take over his father's mantle, had two presentations to make - one on News Corp's newspaper interests

hen the News in Australia and the other training in News Corp. Corporation on Foxtel, the company's "Every time you get summoned pay television company.

> Murdoch theme, Lachian argued that one of the things that had influenced the launch of pay television in Australia had been "a high level of misguided govern-ment intervention". But in an up-beat conclusion, the managing director of News Australia explained that, whatever happened to the subscription television mar-ket there, "Foxtel is uniquely positioned through its significant roll-out commitments, its superb con-tent, and its clear brand leadership, to be in the driving seat of the Australian

pay-television industry." The 67-year old Rupert Murdoch says that, when the day comes for him to give up day-to-day control of News Corp. he believes the three young Murdochs - James. the youngest, who is in charge of the embryonic music and electronic information interests, Elisabeth and Lachlan - are close enough to sort out issues of control without rancour. But there is little doubt that all knew my dad would like

"Every time you get comfortable and you think 'Gee. In an echo of a familiar

I can get my head around to the next thing," says Lachlan, a thoughtful, neat and precise young man who chose to study philosophy at before embarking on his career, which has been entirely within News Corp. Significantly, Lachlan Murdoch has followed closely the apprenticeship of his father in printing, newspapers and journalism.

mer work as a printing apprentice in a Murdoch press room in Sydney while still at school. Then there was a summer spent as a sub-editor on The Sun in London. There were also stints at The Times, with the Burda newspaper group in Germany and - while at university - a day a week at a commercial pre-press operation in Pennsylvania.

Lachlan says there was never pressure to go into the family business. "I think we Lachlan has been given the us to go into the business. thoughtful and quietly spo- boat" just as his father did. most intensive managerial What there was, was a very ken - but very, very deter-

clear understanding about the work ethic - that whatever we did in life, he would expect us to do it to the best this, I'm doing well', I'm on of our abilities and to be very serious about our work," he says. There was a time when

Lachlan, who was very keen Princeton for four years on rock climbing at university, considered taking a year out to concentrate on moment of decision, of choice, one evening when he opted not to. Lachlan thought of his grandfather Sir Keith Murdoch, his father Rupert - "people who have accepted responsibility within the community" and then he decided to do the same. It meant two weeks holiday after graduation before, at the age of 22. becoming general manager of the Courier-Mail group of

newspapers in Queensland. In 11 months he had to learn to manage, hold meetings and get people to do what he wanted them to. even though there was inevitably an element of suspicion about the arrival of an inexperienced owner's son in a position of authority.

Lachlan Murdoch is polite,



Lachlan Murdoch: driving the family business forward

mined. He was publisher of The Australian for nine months before becoming deputy chief executive of News Australia and then managing director under chairman and chief executive News Corp veteran Ken Cowley. Apart from setting up the Super League and negotiating television deals with James Packer, son of Sir Kerry, A\$Ibn (£400m) has been invested in four new printing plants. "Now I am totally responsible for the whole business," says Lachlan. He tries to get away one day a week in "a little sail-

should give the clearest evidence on how the succes "battle" is likely to turn out. But that may be too simple a way of looking at the issue and power could be more widely shared. Lachlan Murdoch emphasises that all the his sister, his dad and his mother Anna, all share one trait - "a certain extremism". This involves a total commitment "which keeps us focused" on driving the family business forward. "When you look at a map of

the world, it's exciting when you look at all the opportunities," he says. It could be Rupert Murdoch speaking. exhibition as a platform for its mobile telephones. "As a technology-based company, our maxim is technology for life'," says Mitsubishi's Peter Elliott. "We're not so

gives us credibility." The museum will continue to hone a consumer-focused, market-led approach. Success, however, will also depend on careful brand stewardship, it says. Only in this way will it meet the expectations of its own management as well as custom-

much looking for a ringing

endorsement of our product

as an association which

Meg Carter

### Philippines thrill to Jaguar's roar

Asia-Pacific sales are taking off, says Justin Marozzi

It is less than a month land 258 per cent and since Jaguar entered the Indonesia as much as 300 Philippine market, but there is already a very happy man in the new showroom in Makati, Filipino minds as an impor-Manila's central business In its first week, after

heavy local press coverage, Jaguar Philippines sold 12 cars, taking it from nowhere into third place behind Australia and Thailand in numbers of Jaguars sold in the Asia-Pacific region. The secret, says the chairman and president, Wellington Soong, a self-confessed anglophile and Jaguar obsessive, was a shrewd assessment of which way the market was

headed. "I am basically a marketing person and I think I have read the pulse of the market's preference pretty well," he says. "First of all it is looking for a new brand. With all respect to BMW and Mercedes, they are now taken for granted here and the narrow band of the élite is less interthere is now so much new fortunes are being made all the time."

One could argue that a buy a Jaguar. Punitively high import charges add cars' showroom cost. Prices start at 3.85m pesos (\$146,000) for the XJ6, ranging to a princely 5.8m pesos

(\$220,000) for the new XKS. Next to posh-car prices in neighbouring countries, however, those in the Philippines are not excessive. According to Steve Watts, Jaguar's Singapore-based regional manager, Singaper cent. Watts points to Jaguar's

association with the US in tant factor. The west coas of the US, where Jaguar is well known, is home to the largest number of Filipinos outside the archipelago.

A chief selling point locally is its new state-ofthe-art service centre. Jaguar has also set up a

database of the 100 or so existing Jaguar owners who need someone to go to for maintenance, repair and restoration work. "I think the important thing is to tell the market that we are here to stay," says Soong.

Jaguar hopes to cater to the rapidly growing number of extremely wealthy executives based in Manilla. And, like many Asians, successful Filipinos like to show their money. A Jaguar, says Soong, offers the unusual combination of status symbol and understatement in one product. "If I'm driving a Jaguar ested in them. Finally, the into a hotel forecourt, the economy is very robust and doorman will always give me a 'Wow, boss!' You wealth in the economy that don't get that reaction in a Mercedes anymore.

In the 1970s Jaguar tried to make inroads into the Filipino needs a fortune to Philippines but saw its efforts frustrated by high import duties, poor ecoabout 120 per cent to the nomic conditions, weak marketing and after-sales service, and lack of spare parts. And it was an ailing company before Ford came to its rescue.

Jaguar now sees the Philippines as Asia's third-fast est growing economy, and ships there by 2000, including three outside Manilla. Launches in Indonesia. pore imposes a 175 per cent India and Sri Lanka will levy on luxury cars, Thai- follow soon.

know that you can find out more about

them by simply looking them up on the World Wide Web.

A delicate balancing act between science and commerce is underway at the Science Museum in London, which this week launches one of its largest temporary exhibitions to date - Science of Sport - in collaboration with eight commercial part-

The show is designed to appeal to the widest audience, to extend the museum's appeal beyond its traditional middle-class

The Science Museum was one of the first big London museums to introduce an entry charge, in 1988. It has

Tim Jackson

### A case for Science of Sport

chandising, licensing and corporate hospitality.

Sponsorship - once little more than corporate patronage - is now run in an overtly commercial manner. Meanwhile, the museum has updated and expanded its permanent exhibits, placing increased emphasis on interactivity and on visitor participation.

since attracted \$65m (£40m)

in start-up funding, includ-

ing money from Citicorp,

George Soros Capital, Times

Mirror, Seagate Capital and

Microsoft itself. His technol-

ogy has been licensed to

Sony and Philips, both of

which have boxes on the

shelves of consumer elec-

tronics stores across the US,

priced at slightly more than

than a PC. You connect a

grey box into the back of

your VCR, and plug it into a

power socket and a phone

plays a sign-up screen ask-

ing for name, password and credit card number. From

nects automatically via the

to surf the web using a TV

quickly than on a PC, because the WebTV device

compresses the data more.

Pages download more

remote control.

WebTV is easier to install

revenue-earning activities broadening the appeal of the heavy preponderance of matter of commercial expethat include retailing, mermuseum, says Hugh Rod-middle-class families. Where diency as an opportunity to erick, its head of marketing and communications.

"Our first toe in the water was the Star Trek exhibition last year," he says. That attracted 240,000 visitors in just five months. Science of Sport, which will run for 19 months, is expected to attract about 1.5m.

"Science of Sport will have very strong science Temporary exhibitions content, but will also signifnow have an important role icantly broaden the musesince expanded its market- to play in generating sec- um's appeal," says Rod-

infra-red keyboard or (pain-

fully slowly) using the

remote control alone. A red

light on the box tells you

when you have messages

Perlman's objective is to maximize the size of the

company's audience, and to

try to capture as many of the

advantages as possible that a

proprietary network might

have. Customers pay a

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bring in revenue, WebTV

can interrupt their surfing to

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other web sites that don't

waiting to be read.

WebTV waits for green light

difference has developed technology thousands of popular web sive. Sony shifted 35,000

a Palo Alto, California, that The company also caches

agers and lower income groups who are not as naturally motivated to visit 'great institutions'. Our priority is to appeal to these people as well."

Teaming up with an impressive collection of housebold brand names ranging from Adidas, Bausch & Lomb, Foot Locker and Seiko to the National Backethall Association and Lawn Tennis Assoing department to develop ondary revenue, and by erick. "We still attract a ciation - was not so much a

WebTVs in the first two

WebTV is a brilliant

achievement. But its com-

mercial future depends on

two questions. One is price.

US makers of PCs are now

selling home machines for

\$995, half what they cost

when WebTV was first con-

ceived. Every year, PCs get

easier to use. They can

already play audio CDs.

Once TV reception on PCs

becomes standard, the price

premium over WebTV will

look more defensible. Since

90 per cent of WebTV owners

buy the optional keyboard,

many of them may start to

crave the storage and pro-

cessing power available only

The other worry is tele-

phone charges. Outside the

most industrial countries

charge for local calls. So a

two-hour evening surfing

session adds \$5 to the phone

US, phone companies in

from a "real" computer.

months after launch, a fig-

composing their messages achieve when CD players

we're less successful is teen- improve the content of the event and promote it more widely, says the museum's head of business development, Mark Sullivan.

What the next job will be

Shredded Wheat, for example, is participating in the Food for Sport section. It will also run promotions to promote the event. Adidas is providing materials for exhibits from its museum in Germany. Adidas-sponsored sports personalities will also ers and sponsors. he featured.

Mitsubishi is using the

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allowing today's World Wide pages on its servers, reduc-\$,000 miles of water make. Web pages to be viewed on ing wait times. Customers today's home TV sets using can send and receive e-mail, ure that took a year to In Europe, people still today's infrastructure. His device, whose basics were either using an optional \$70 first came out. talk about the "superhigh- developed in a few days, reformats the data in a web way", a mythical broad-band network of page and turns it into a sigthe future connecting housenal that fits the standard holds to a range of video. American TV picture. Perlman raised money music and home shopping from Microsoft co-founder Paul Allen in 1995, and has

services. Judging by their commercial trials, many European cable and phone companies hope to control the commercial and technical interface of the super-In the US, by contrast, the

....

debate has moved on. Most American business people recognise that the Internet's iomentum is unstoppable. So much creativity and capital has already been poured into the development of Net content, software and hardwere that any future broadhand network will have to complement the Net, not But there are still entre-

compete with it. Frenence betting that the Net will gain mass accepfunce only when "liberated" fun the PC and delivered to televisions - to the sitting mon miner than the home tance. One of the most promising is Steve Perlman, a high-energy technologist whose career includes spells at Apple Computer and Gen-

Periman is the founder of WebTV, 2 company based in

Cyber

sys has established www.internet-banking.com, a useful survey of the status of Net banking in Europe. Cometer" and reviews of bank www.bis.org. sites in English, French and

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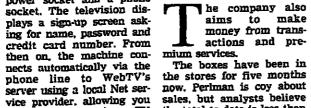
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which requires the downwhich requires the down-

class action suit against Swiss banks. The site also features an online tour of the Museum of Tolerance. plete with a "finance barom- also using PDF files at • Today we find out who can really swing it in Hollywood, when the Oscars are (www.oscar.com) promises live coverage and transcripts, and film buffs can dig for trivia in the files of

Updated daily



broadcast television.

The boxes have been in the stores for five months now. Perlman is coy about sales, but analysts believe the total to date is less than 100,000. In Net terms, this is a blip; Microsoft expects as many customers to download a new piece of software every week. For consumer

bill - more than the cost of renting a video. Perlman claims to have technology in development that resolves this problem. If he is right, WebTV may make a solash in Europe and Asia. If not, the cable compa nies may make the big money from putting the Web

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#### Travel News · Roger Bray

#### Smoke screened

Two of the world's biggest airlines, American and United, will complete blanket bans on smoking this summer. From July 1 it will be forbidden on American Airlines' flights to and from Latin America and Japan, Mexican services where smoking is still allowed will also come under the ban.

On the same day, United will banish smoking from its flights to and from Asia and Latin America.

Smoking has long been prohibited on US domestic flights. Hans Mirka,

American's senior international vice-president, says: "It's obvious that the. airline marketplace is moving in the direction of a totally smoke-free environment. A growing majority of our customers tell us they want non-smoking flights regardless of where they're flying."

Size is everything Complaints from passengers that some business travellers were hogging the overhead bins with excessive carry-on baggage

clampdown from KLM. Formerly the Dutch airline asked bosiness class passengers to restrict themselves to a small bag. Small extra items such as laptops posed no problem but according to the airline, some customers were "pushing their luck and seeing what they could get away with". So KLM has now formalised limits, imposing a maximum of one

have prompted a

suitholder or overnight bag with a maximum weight of 10kg, a briefcase or other bag up to 8kg, a laptop, umbrella, camera and reading material. Size will also matter. The

main bag must be no larger 25 and 50 minutes than 55cm x 35cm x 25cm, for example. And to ensure the rules are not abused, it will be measuring cabin Inggage.

Osaka opening

Ritz-Cariton is to open a five-star luxury hotel in the Japanese city of Osaka in May. The company says this will not be what the hotel industry calls a "soft. opening" with some facilities not yet available. Everything will function

from the word go. The 292-room development occupies 30 floors of a 190m-high skyscraper in the Nish-Umeda district, and is

respectively from two international airports Osaka itself and Kansai.

#### Tax troubles

Expect confusion when the UK government's increased premium tax on travel insurance takes effect on Auril 1. Cover sold in association with travel will attract tax at 17.5 per cent, while policies sold direct or through non-travel retailers, such as banks, will have the tax levied at 4

per cent. Graham Setterfield American Express head insurance services for Europe, says it will sell

policies at the lower lax rate if customers call direct - but not if the cover is related to other travel arrangements booked through one of its retail agencies. How this rule will be policed remains a mystery.

The French Accor group has signed a partnership deal with Madrid-based NH Hoteles to develop what it ciaims will be Spain's first budget hotel chain.

hotels over the next five years, mainly around the capital and other leading

AIR. SANDERS AND I

HAVE BEEN USING

THIS FAMILY-RUN

HOTEL FOR AGES ...

#### The chain in Spain

The plan is to open 60 lbis cities.

Likely weather in the leading business centre 1 25 C 31

BEIRUT DAMASCUS

arge, branded hotel chains are little better than the devil you know. They offer a recognised level of service, and business travellers and their agents know how to book them. But many travellers despair of these luxury prisons with their endless corridors, controlled atmosphere and anonymous furnishings. Above all, they tire of cheerless, impersonal

For Mike Gilmour, who runs BBS Europe, an advertising production consultancy, the turning-point was when he billeted 13 technicians and himself at a hotel in Grimsby, in the north of England, belonging to a leading UK chain. During dinner, he developed a headache and went to the front desk to ask for an aspirin. When the receptionist told him the aspirin would cost 20 pence, he vowed never to

use the chain again. "The multiple hotels are seriously impersonal and uncomfortable," says Gilmour. "They have done their research and decided this is what you want. If you don't like it, tough. I always ask my travel agent to find me a small, independent hotel, where I can open the window rather than use the airconditioning, and where I can get a cup of tea with a minimum of fuss."

Gilmour's sentiments are shared by David Flinders, a director of Future State Technology, a security industry software company. He had been staying intermittently, but not particu-

## When small is beautiful

Executives are increasingly turning away from big anonymous hotels in favour of a more personal approach, finds Amon Cohen

larly happily, at a chain Bussandri, who estimates Loraine Holdcroft, who is hotel while working for a client in Surrey. About a year are business travellers. "Our Travel Management. "They ago, the hotel was full when regulars look forward to are more flexible in their he needed a room and he was given a list of alternative accommodation in the

He chose The Cranleigh Hotel in Reigate, a 10-room independent hotel, and has used it ever since. The Cranleigh is owned and run by the Bussandri family and offers a restaurant, conservatory, garden, orchard, swimming pool and tennis courts for £55 per night for a single person. "It is more like home,"

says Flinders. "It is warmer, more friendly and there are always people to chat to. Furthermore, it is better value. The larger hotels are too expensive for what you get." Carol Bussandri says she goes out of her way to create a homely atmosphere that makes a marked contrast to larger rivals at nearby Gatwick Airport. "The big chains offer everything except company," says says company secretary rants and 120 guesthouses -

meeting each other and they We also put people together at dinner if they turn up on their own.

Many of the business travellers who use hotels such as The Cranleigh work for or run small independent comnanies themselves. Employees of multinationals are more likely to be constrained in their choice by corporate travel policy, obliging them to use hotel chains with which their travel department has negotiated worldwide rates. However, employers as

well as employees are waking up to the virtues of the small independents. One such is Ikeda Technology Europe, an Anglo-Japanese automotive design and development company based in Newcastle upon Tyne. "We almost invariably use

that 80 per cent of her guests due to chair the Institute of negotiations on room rates even visit the pub together. and our travellers receive extra personal attention." The independent hotels are also popular with Ikeda staff. "I tend to feel uncomfortable in larger hotels, as if I am there to serve them rather than to be served," says principal engineer Al Barclay. However, Ikeda does employees visit unfamiliar destinations because a

This is the crucial question for independents: how do they let business travellers know they exist and are of a dependable quality? For some, the answer is to join a consortium. The Cranleigh, for example, is a member of the UK version of Les Rontiers, the French hotel and restaurant marketing consortium. The UK franchise small, independent hotels," has 800 hotels with restau-

resort to chains when all inspected - on its books and it lists 280 of those it judges suitable for business known brand guarantees levtravellers in a directory els of service and comfort. called Corp-a-Rate. Anyone who buys through Corp-a-

Rate is guaranteed at least 5 per cent off the normal tariff. Managing director Gordon Wilson says the hotels range between one and four stars, with most falling within the two-star to threestar categories. Expect direct-dialling telephones at most of them but not inroom fax machines and modem sockets.

Les Routiers properties

can be found on a Microsoft route-planning CD-Rom called Autoroute Express and can also be booked through the HotelWorld

hotekvorld.com For those who arrange their trips through a business travel agent, making a reservation can be more difficult. For economic reasons. hotel bookings are increasingly made via the airline computer reservations systems found in every agency. Unfortunately, few on the systems because the in Paris?

Internet site: http://www.

cost of joining is prohibitive.

Aireo. a subsidiary of
Utell, a hotel reservations company, claims to have solved this problem. It has devised a simple plug-in to the system that directly connects the hotel's PC to its parent company's computer system. Hotel distribution technology expert Mike Gates, a consultant on the project, says 100 small hotels have already subscribed and he expects many more to join. According to Gates, 95-per cent of the 28,000 botels in the UK have fewer than 50

Yet in spite of the proliferation of electronic marketing and distribution, there is no replacement for personal recommendation, which is how The Cranleigh gains most of its new customers. Chris Tornbull, joint man-

aging director of Scholefield Turnbull and Partners, Gilmour's preferred travel agency, warms against random selection of unknown hotels. "You have to be careful - you can get dubious quality," he says.

"I make it my job to find hotels I can recommend or I will ask clients for their suggestions." Turnbull has used the same small three-star hotel in Paris for 30 years and now sends Gilmour there regularly. "There is a had side to the hotel which overlooks a supermarket but from the good side you can see the Effel Tower," says Gilmour. "The service. though slow, is charming and hassle-free. What more independent properties are could you ask from a hotel

### reaffirm April 28 strike

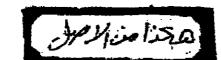
The Allied Association in the US reported progress in res-ing a dispute with Ameri Airlines over commu flights, but its bo. adjourned until April without deciding whether back a new contract [ posal from American. APA added that it would make any more concess to avert a strike by its pi

of who is to fly the i of who is we assure small jets which American plans to buy for its right carrier. American Es tious in its discu with American.

A boge rock slide a 60km south of Salal Austria, destroyed par the only road to a ski hiking area, leaving h dreds of people isolated. • Domestic airlines China face pressure merge from the civil a' tion authorities in attempt to boost efficier. Rapid economic grov 👑 especially along the eas and south-eastern coa regions, has spar demand for air services, some airlines aire

co-operate.

Service . ILIE AMERICANIEME VALENCIA, Ruesday, Tune & Her position "Administrative Support," for for Sea More our Travel Service Office in Valencia, Spaint 3 fitting title might have been "Administrative" Media Emotional and Moral Support." She earned it when she helped a Cardinember return home to Spain from Russia for an operation (that was after arranging for medicine to be flown to Moscow) and accompanied the Cardmember's wife to the airport for moral support. Ask Rosa, and she, like a lot of American Express employees, would say, "I was just doing my job." That's something to keep in mind when you're far from home and have a There is omy one American express. job for us to do.



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#### **BUSINESS EDUCATION**

Victoria Griffith investigates how poetry and painting can make better bosses

## Art for management

venture capitalist and a first-year MBA student. So what is she doing hoisting painted dummies up in a glass-

Actually, she's completing her required course work at Babson, a business school located in a Boston suburb. As part of their two-year course, Babson students are expected to take part in the university's "creativity module" – a five-week course in disciplines such as poetry, the theatre and painting.

Business schools have traditionally considered knowledge about the arts valuable only as cocktail party conversation. Yet Babson sees its creativity module as a way to impart lessons about the business world itself, "We're not aiming to turn our students into artists," says William Glavin, Babson's president. "We're trying to throw them off the deep end, to place them in a situation they've never been in before and say 'Do it'. That will probably happen to them at some point in their

Many business school students, Glavin believes, love to play it safe. They live in a world of cash flow charts and spreadsheets and are intent on finding "correct" solutions. "They come here because a career in management offers financial security," says Glavin. "Too Students on Babson's MBA course gather in front of their artistic endeavours in the college atrium

for ambiguity in their lives." Babson aims to show students that a career in management is full of grey areas. To boost the discomfort level of the creativity sessions, the school randomly assigns stu-

dents to courses Mary Pinard, who teaches the particularly unpopular poetry sec-tion, sets aside 15 minutes of the rhymes that intimidate so many.

placed there. "Usually, they talk about how much they hate poetry and how they can't imagine them-selves writing a poem," says Pinard. "It's useful afterwards. when they manage to do it.

because it shows they are capable of so much more than they think."

and focuses instead on images and

syllable counts. Students are also asked to complete each others' poems, to build up a team atmo-

Team work, in fact, is a key theme of the creativity module. Most projects are conceived and presented by the entire class. Butcher says the floating dummy installation was an artful pooling of ideas. "One person wanted to throw confetti, and another wanted

to hang written expressions beside them," she explains. "We ended up throwing the written expressions like confetti."

During the presentation, onlookers were asked to pick up these sayings - things like "My favourite colour is blue" and "Where are the women?" - from the floor, in an effort to get them to see the installation in different ways.

Students say they have learned to value the creativity module as an important part of their business school experience. "When I'm out in the work world and in a situation where I feel out of my depth, I'll remember this," says Christopher Chandor, who was originally mortified to land in the poetry section. "People complimented me on my final poem, which was about climbing a mountain just before sunrise. After I got over my initial fear [about writing the poem], I just went with my instincts."

Babson students say the module also gives them an important sense that their colleagues are very creative people. Because the creativity module receives the highest stu-dent rating at the school - scoring nine out of a possible 10 points there has been some talk of expanding the section. Yet, since so many other courses have to be squeezed in, that seems unlikely. Says Glavin: "This is, after all, a business school."

Students for hire on

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could turn to a group of MBA students. Sixty students from the Haas school at Berkeley in California will soon be working in teams in Russia, south-east Asia and South America to investigate international ousiness development there for a range of companies, including blue hips such as Motorola, Levi Strauss and Citibank. Final reports are sent to client organisations in late

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Imperial College in London is introducing a one year full-time MSc course in finance from this autumn. The programme will be

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Miles was previously an adviser to the Bank of Imperial: UK, (0)171 589

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Executive changes at the top at MBS

Ian Tanner has been promoted from deputy director to director of the Executive Centre at lanchester Busines: School in the UK. He replaces Jeff Ramsbottom who is continuing to work for the centre. MBS: UK, (0)161 275 6333

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|    | . W            |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | CABIBI                |             | 27      |                                                                            |                |                   |
| H  | Date           |    | Event                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | No. of Exhibitors     | <u>Date</u> |         | Event                                                                      | ∴.             | No. of Exhibitors |
| 1  | 6-8 May        | C  | SEATICON Test, Assembly & Packaging                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 170                   | 18-20 June  |         | Cannex '97 - The Internatio<br>Technology Exhibition                       | cal Commaking  | 150               |
|    | 6-9 May        | Ĺ  | IMDEX Asia '97 - International Maritime<br>Defence Exhibition & Conference Asia 1997                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 350                   | 20-29 June  | <u></u> | World Book Fair '97                                                        | . 5            | 300               |
| I  | 12-14 May      | ٣  | Oceanology International 97 Pacific Rim                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100                   | 1           | -       | 12th World Chinese Book Fa                                                 | ur .           |                   |
| IJ | 13-16 May      | L  | Tax Pree Asia Pacific '97                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 266                   | }           | •       | World English Book Fair<br>World Electronic Book Fair                      | 12.3           |                   |
|    | 14-17 May      | Ľ  | SIBEX '97 - 15th South East International &<br>Construction Exposition<br>Incorporating.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | •                     | 26-29 June  |         | The PC Show '97 Singapore<br>Incorporating:<br>The Software Show '97       |                | 350               |
| 1  |                |    | ATHEX '97: 3rd S E Asian International Build<br>Services Exposition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | ding                  | 3-6 July    | J       | Light Source Exhibition & C                                                | Conference 197 | 100               |
| П  |                |    | AIDEX '97: 3rd \$ E Asian International Hard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | \$-21 <b>e</b>        | 10-13 July  | С       | The Good Food Show Sings                                                   | pore 97        | 150               |
|    |                |    | Exposition REHVAC '97: 2nd S E Assan International Refrigeration, Heating, Ventilation & Air-con Exposition A/E/C System '97                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                       | l4-l6 July  |         | Pro Audio & Light Asia '97 -<br>Incorporating:<br>Pro Audio<br>Pro Light   | PALA '97       | 450               |
|    | 16-18 May      | С  | Assan Diver Exhibition & Conference '97                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 250 .                 | [           |         | Audio Brozdest<br>Vistal Comm                                              |                |                   |
| ļ  | 22-25 May      | _  | Zoorama 97                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 40                    | ļ           | _       | Sound Comm                                                                 | :              |                   |
| ١  |                | ŗ. | Адшата 197                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Lio                   |             |         | Music Asia '97                                                             |                | 120               |
| 1  | 27-30 May      | Γ  | Asia Pack '97/Asia Print '97 (AIF)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 400                   | 17-i9 July  |         | AUTOFACT Asia '97/FABTI                                                    | FICH Asia '97  | 75                |
| 1  | 2-6 June       | Ľ. | The Annual Meeting of the International Socior the Study of Lumbar Spine                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | siety 25              | 22-25 July  |         | APF '97: Asia Pack '97<br>Incorporating "Flexible Packs                    | ging Technolog | •                 |
| 1  | 3-5 June       | С  | Pharmaceutical Ingredients Asia '97                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 120                   |             | _       | APP '97: AsiaPrint '97<br>Incorporating "Emerging Dig<br>Technologies Hub" | أحنت           | 352               |
|    | S-13 June      | Ŀ  | 19th International League Against Rheumatis<br>(II.AR) Congress of Rheumatology                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | m 230                 |             | ב       | Heating, Ventilation, Refriger<br>Air-Conditioning Asia '97 (H'            |                | 600               |
| ۱  | 9-14 hune      | ٤  | Asia Telecom '97 Exhibition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 400                   |             |         | Incorporating:<br>Air Fatuation & Portheation                              | Asia 197       |                   |
| ļ  | 11-13 June     | Ŀ  | 11th International Symposium on Contact<br>Dermatitis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 15                    |             |         | Sanitation Asia '97<br>Tiles Asia '97                                      |                | •.                |
| ł  | 17-20 June     |    | Shop Design Asia - International Trade Fair & Congress for Shopfitting, Display, Merchandis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 200                   | 28-30 July  | $\Box$  | DM Asia '97 Conference & E                                                 | schibition     | 60                |
|    |                |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                       | 28-31 July  | ם       | Clean Rooms Asia '97 / Data                                                | Stor Asia 197  | 120               |
|    |                |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                       |             |         |                                                                            |                |                   |

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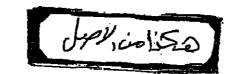
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**EDINBURGH** An exhibition inspired by one of the most remarkable projects in the history of collecting opens at the National Gallery of Scotland on Thursday, it reflects the encyclopæedic range of interests of Casalano dal Pozzo, a

connolsseur at the cutting edge of scientific and antiquarian studies in 17th century Rome. All the works in the exhibition (htigh, woled)

ST PETERSBURG On Sunday the State Hermitage Museum presents a retrospective of Jan van Eyck, the leading artist of the early Netherlandish

Brown: Thomas

Harries is Kundry.

The first night.

Moser sings the title

PARIS

Mackintosh, first seen in school it runs till May 15. The Opera Bastille celebrates Easter with a new production of Parsifel, conducted by Armin Jordan. staged by Grabam Vick and designed by Paul

Glasgow and New York last and right), comes to the Art Institute on Saturday, it chans his breakthroughs and influence on early 20th CONTLIV

CHICAGO

of Scottish architect and

designer Charles Rennie

A comprehensive retrospective

conunental signers, and moves to Los Angeles in August. BERLIN

Julia Varady makes a welcome return to the operatic stage on Thursday, singing the part of Senta in a new production of Wagner's Der fliegende Hollander at the Deutsche Oper. Varady, one of the leading sopranos of our time, has not sung in a stage production since lest summer. when illness forced her to cance her engagements.

WASHINGTON

The National Gallery of Art has mounted a large-scale exhibition of Picasso's early work, ranging from his formative early years in Barcelona to the monumental figure pictures he painted after settling in Parls in 1904. The exhibition opens on Sunday and runs till the end of July.



LONDON

A special memorial concert for German composer Berthold Goldschmidt (left) who died in London last October aged 93 will be given on Thursday at the Wigmore Hall, featuring Gervase de Peyer, Chanta

Julilet, Kolja Lessing and other distinguished soloists. On Maundy Thursday lan Holm (left, with David Burke) – in the 1960s, a central member of the young Royal Shakespeare Company - returns after many years to playing Shakespeare, as King Lear, at the Cottesioe Theatre. The director is Richard Evre: the cast also includes Timothy West, Michael Bryant, and Barbara Flynn.

## The Orient moves west to Big Apple

Susan Moore finds all the top dealers and collectors at the second International Asian Art Fair in New York

tration of world-Indian and south-east Asian works of art on show and up for sale in a single city. It is unlikely, too, that there has been so many of the world's specialist dealers, collectors and museum curators in evidence to buy and seli, see and be seen.

At a roughly estimated \$250m ment Armory on Park Avenue until Wednesday. Although only in its second year, it has become the established focal point for a season of auction sales and dealer exhibitions. At the beginning of the week, Sotheby's and Christie's previews for the Asian auction were deluged; and the gallery temporarily rented on East 78th Street by the Londonbased dealers Eskenazi for an exhibition of Han and Tang dynasty Chinese ceramic sculpture, the most magnificent of the

dealer shows, was crammed. Eskenazi sold nine objects for a total of \$1.8m that night, plus additional pieces on show upstairs. Two days later, Christie's Part 11 sale of the Jingguantang collection - formed by the Hong Kong businessman and philanthropist T.T. Tsui, the sponsor of, among other things, the Victoria & Albert Museum's new Chinese gallery - fetched over \$6m, nearly £4m. The first thing to arrest the eye at the Armory fair which opened on Fri-

ever before can group of 13th or 14th-century vivthere have been idly painted stucco Chinese temsuch a rich concen- ple figures on the stand of London dealers Speelman, and with a class Far Eastern, price tag of \$4.2m. More discreet were the six pieces of rare, early Chinese lacquer from a collection of 19 on offer by R.H. Ellsworth for a cool \$11m.

Any visitor might well reel at the quantity and quality - and the remarkable breadth - of the works of art on offer in Manhattan: ceramics and sculpture, worth, the spectacle drawing the metalwork and textiles, painting crowds is the International Asian and prints, Chinese, Japanese, Art Fair, at the Seventh Regi- Indian Tibetan Ghandaran Korean. Ottoman. Khmer. But this week also marked the shift to New York of the Oriental art market from its traditional base

> or while London still has the pre-eminent expertise in terms of its dealers, it is New York that has the buyers, and it is New York where sellers and buyers are increasingly choosing to conduct their business as the proposed "harmonisation" of VAT on imports of works of art into the EC promises to hammer the final nail into London's international artmarket coffin.

At the Armory fair the group of 58 exhibitors, drawn from nine countries, embraces most of the leading dealers in the west, and some in the east; and over a third have come from London. Last year, exhibitors sold between a quarter and three-quarters of their stands, American museum trustees spent millions, and the day was a life-size five-figure London trade appears to have



figures, possibly mourners, from the Western Han period (206 BC to 9 AD)

decided that its success is more likely to lie in New York in March than in London in June. Giuseppe Eskepazi, one of the trade's most respected dealers. believed he would never hold a show outside London. But, if ever faced with a shortage of top quality material for gallery shows in both London and New York, he is now saying that he would sacrifice London, "which is a terrible, terrible thing to say after 37 vests". Some have crossed that bridge already. The show Sidney Moss planned to stage in London this summer is now here in Armory. And it is not only the dealing expertise that is imported; the fair's organisers, Brian and Anna Houghton, come from Britain.

Earlier this century, London boasted the great collections of Oriental art and produced several of the most distinguished scholars and dealers through its position as the clearing house of world art. "The last great collectors in Britain were gone by the 1950s," says Eskenazi. have not been replaced" although, remarkably, three of

by London dealer Roger Keverne for an English collector for over \$2m. From then on, interest moved to the US and now there are more Asian art museums or museum collections in America than in the whole of Europe.

In the late 1970s and early '80s. the Japanese began to outbid western collectors in certain areas, and since then collectors from Hong Kong and Taiwan have risen in tandem. New York. however, remains the preeminent market place for, say, archaic Chinese bronzes, pottery figures and other tomb art, and for classic Ming and Qing period Chinese furniture - and it is not only for westerners. One of the fair's 15 new exhibitors this year is Uragami Sokyu-Do from Tokyo. "The domestic market in Japan is very good," says Uragami, "and most dealers only leave Japan to buy. I'm the only dealer trying to sell abroad. New York is becoming more and more

the centre of this market." The fair is the effect rather than the cause of a rising New

accompanied by special guests.

The programme includes works by Ellington, Waller, Johnson and

LOS ANGELES

Los Angeles County Museum of Art Tel: 1-213-857-6000

celebrating the 40-year career of

finishing details are of the highest

couture. The exhibition highlights

custom-designed mannequins,

original sketches and samples of

designer is known. Galanos has

which are shown along with

the bead-work for which the

received every major design

award; to May 4

MILAN

CONCERT

MADRID

Galanos: retrospective

James Galanos, whose

Los Angeles-based designer

construction techniques and

standards of French haute

66 costumes mounted on

Carmichael: Mar 26

EXHIBITION

the archaic bronzes in the Jing- York market. Christie's and guantang collection were bought. Sotheby's auctions last autumn realised an unheard of \$56m. A record \$8.4m was paid for a Korean jar, and over \$11m was raised by the sale of the most important collection of classic Chinese furniture ever to come to the block a collection from Renaissance, California which has given the term "post-Renaissance" a confusing new slant - and both

areas are, in auction-speak, hot. Dealer Nicholas Grindley reported that 60 per cent of the furniture he was bringing to New York was reserved even before it arrived here. "A year or so ago," he observes, "the new rich players were from Hong Kong and Singapore. Now they seem to be from Wall Street and previously collecting antiquities and modern

More and more buyers of works of art are beginning to realise that Asian art, or at least some aspects of it, offer unparalleled opportunities for buying museum-quality works of art at prices which, however high, are a fraction of the prices of their western equivalents.

#### Theatre/Alastair Macaulay

### Out of Africa on Cloud Nine

n the Old Vic's new production of Caryl Churchill's Cloud Nine, the acting is superlative and the play enthralling. Only last week, wrote with some misgivings about the new Peter Hall repertory company; it is a pleasure to write of this, its second production, with unmixed delight. Three of the seven actors are also in the company's first production, Waste; one part of the fun of watching *Cloud Nine* is in seeing them here in such dissimilar roles. The director is Tom Cairns.

Cloud Nine, new in 1979, is a nost peculiar play. It seems at first far more jejune than it proves, and it keeps changing. Act One is a bilarious caricature Victorian colonial household in Africa. Harry to Betty, his best friend's wife: "You have been thought of where no white woman has ever been thought of before." Betty: "I suppose that's one way of having adventures. Even the most adolescent jokes are funny, and the top-speed soap opera of its rapidly unrolling plot is so magnificently ludicrous that it

reminds one of Soap itself. Before the interval, Churchill has shown you a great deal of what she can do. She set out to illustrate the parallel between colonial and sexual repression, but long after you have got that point she still has you on tenterhooks. The mixture of reality and absurdity is very fine; the narrative twists are ingenious; the characters grow steadily more multi-dimen and there is just enough telling detail to make us care.

In Act Two, however, Churchill gives you another play altogether: a basically serious modern story – ever so Brookside, really - which expresses female and sexual liberation, but which, again, keeps deepening and varying its approach. It is shot through with mystery, it proceeds with dreamlike fluency, and, most beautifully, it allows each character, even while he or she grows more complex and more poignant, to remain an unanswered question.

In an odd way, Churchill's play dramatises the Whig theory of history: although she does not make her modern characters any more happy than her Victorian ones, she does make us feel that they have more opportunity for self-discovery.

The seven actors, playing two contrasting roles each (in one case, three), make every dimension of the play

marvellous. In each act, one or two roles are played *en travesti* When a male plays the Victorian Betty, we see (in the first minute) that this "feminine" character is a male construct: and yet Dominic West's performance shows not just repression but also force. The way that he/she, lowering his head and batting huge Bambi eyes à la Princess Diana, stalks Harry, aflame with desire, catches every level of Churchill's satire. Betty's little son, however, is played by a girl; and Janine Duvitski's wide-eyed innocent/malicious performance shows, just as richly, how much enforced male role-playing actually prompts feminine impulses to erupt. In Act II, Tim McInnerny plays Cathy, a huge, irrepressible, gawky girl; and the gleeful violence with which he makes this tomboy real is wholly intoxicating,

ndrew Woodall makes Harry - the great explorer (in every sense of the word) – perhaps the most touching character in Act One. Though sexually embroiled with men, women and children, he is guilty, vulnerable, noble; and this heightens the comedy. Marion Bailey plays three different kinds of women who do not need men, two of them lesbian, and ideally judges the anguish and absurdity in each. I hope I never forget the aggression with which Clare Swinburne, as Betty's Victorian mother, clouts her granddaughter's doll ("just a little smack"); or the rounded divided, nature she presents as Victoria in Act Two. Or the soliloquy about sexual desire snoken by Duvitski as Victoria's mother. Stephen Noonan plays the most enigmatic role in either act – a native servant, and a gay loner – and his inscrutability at every moment is perfect. Detail upon detail enchants.

The way the native servant Joshua guts little Edward's doll; and the way Rdward, as if hypnotised, watches him do it. There is a sex scene for a man and two women so lifelike amusing, crazy, ardent, touching that I wanted to join in. (Instead, another male character does.) "I want you to have the rolling orgasm I give to other women," Victoria's husband Martin says to her, with enough anger to make anyone frigid. In everything here, contradictions of feeling and character and desire are wittily and movingly memorable.

In repertory at the Old Vic. SE1.



#### **AMSTERDAM**

CONCERT Tel: 31-20-6718345 Matthäuspassion: by Bach. Conducted by Thijs Kramer and performed by KCOV Excelsion, the Ansterdams Promenade Orkest and the Zaans Jongenskoor. Soloists include Marten Smeding, Nanco de Vries, Karin ten Cate and Myre Kroese; Mar 24, 25

#### ANTWERP

DANCE deSingel Tel: 32-3-2483800 What the Body does not Remember: choreographed by Wim Vandekeybus to music by De Mey and Vermeersch, performed by Uttima Vez; Mar 25, 26, 27, 28

#### BERLIN

CONCERT Philiparmonie Berlin - Grosser šaal & Kammermusiksaal Tel: 49-30-2614383

 Staatskapelle Berlin: with conductor Daniel Barenbolm and violinist Itzhak Periman perform works by Schoenberg, Stravinsky and Schubert. Part of the Festtage 1997; Mar 26

**OPERA** Deutsche Oper Berlin Tel: 49-30-3438401 Aida: by Verdi. Conducted by Stefan Soltesz, performed by the Deutsche Oper Berlin. Soloists include Ute Walther and Vladimir Bogachov; Mar 26 Tel: 49-30-202600 Hoffmanns Erzählungen: by

Offenbach. Conducted by Weigle

and performed by the Komische

Schellenberger, Wulkopf and

#### DUISBURG

Nicolescu; Mar 26

Oper. Soloists include

EXHIBITION Wilhelm-Lehmbruck-Museum Tel: 49-203-2832630 Richard Long: exhibition of work by the English artist, including four of his large floor sculptures made from natural materials such as driftwood and a number of works on paper; to Mar 30

#### ■ FRANKFURT

CONCERT Alte Oper Tel: 49-69-1340400 The Schubert-Oktett and Forellenquintett: accompanied by pianist Zoltán Kocsis perform works by Schubert; Mar 25

Jahrhunderthalle Hoechst Tel: 49-69-3601240 Das Städelsche Kunstinstitut

und das Museum für Moderne Kunst im Dialog: a joint exhibition of contemporary art organised by the Städelsche Art Institute and the Museum for Modern Art, Frankfurt, Artists with work on display Include Beuys, Giacometti Klein, Slominski and Uecker, to Apr 13

#### ■ LONDON

AUCTION Bonhams Tel: 44-171-3933900 Fine Portrait Miniatures: sale including works by Charles Robertson, Nathaniel Home, Johann Heinrich von Hurter and William Cruickshank;

#### CONCERT Barbican Hali Tel: 44-171-6384141 Mitsuko Ochida: the pianist performs works by Berg,

Schumann and Beethoven;

Mar 26

DANCE Royal Opera House - Covent Garden Tel: 44-171-2129234 La Bayadère: choreographed by Natalia Makarova after Petipa to music by Minkus, performed by the Royal Ballet. Soloists include Miyako Yoshida and Irek Mukhamedov: Mar 26

#### JAZZ & BLUES Purcell Room Tel: 44-171-9604242

Teatro alla Scala di Milano Tel: 39-2-88791 Coro del Testro alla Scala with conductor Roberto Gabbiani Kelth Nichols: performance by perform works by Vacchi; the English trombonist and planist

#### Mar 26, 27

■ NEW YORK EXHIBITION MOMA - Museum of Modern

Art, New York Tel: 1-212-708-9400 De Kooning in the Eighties: the paintings made during the 1980s by American artist Willern de Kooning constitute a largely unknown chapter in his career With the exception of a small number of works shown in museums and galleries during the past decade, few of the paintings of the artist's final creative years have been seen by the general or even specialised art public. This exhibition contains about 40 paintings made between 1981 and 1987 chosen from public and private collections; to Apr 29

#### **OPERA** Metropolitan Opera House Tel: 1-212-362-6000 Eugen Onegin: by

**EXHIBITION** Tchalkovsky. Conducted by Museo Nacional Centro de Arte Antonio Pappano, performed by the Metropolitan Opera. Soloists Reina Sofia Tel: 34-1-4675062 Robert Motherwell: exhibition include Marina Shaguch, Clifton Forbis and Paul Plishka; Mar 27 featuring 80 works selected from American and European collections and including large PARIS paintings on canvas, collages and drawings; to May 5

#### CONCERT

Salle Gaveau Tel: 33-1 49 53 05 07 Peter Frankl: the planist performs works by Brahms Schubert and Debussy; Mar 26 Théâtre du Châtelet Tel: 33-1 42 33 00 00 Philharmonia Orchestra: with

conductor Esa-Pekka Salonen

and violinist Frank-Peter Zimmermann perform works by Ravel, Ligeti and Bartók; Mar 25

DANCE Théâtre de la Ville Tel: 33-1 42 74 22 77 Trisha Brown Company: perform "Création 1996" to music by Webern, choreographed by Trisha Brown and "M.O. 1995" to music by Bach, choreographed by Trisha Brown:

from Mar 25 to Mar 29

EXHIBITION Musée Picasso Tel: 33-1 42 71 70 84 Picasso, Les Sources Photographiques: 1900-1928: the third of a cycle of exhibitions illustrating the influence of photography on Picasso's work, covering the painter's Cubist and Surrealist periods. A number of paintings and graphic works are on display, including "La Famille Soler" (1903) and "La Baigneuse

#### VIENNA

au Ballon" (1929); to Jun 9

OPERA Wiener Staatsoper Tel: 43-1-514442960 Die Entführung aus dem Serail: by Mozart. Conducted by Fisch and performed by the Wiener Staatsoper. Soloists include Esposito, Schwabe and Vlasak; Mar 25 Listing selected and edited by

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18.00 Financial Times Business Tonight

### Outsider in Moscow

John Thornhill on the appointment of Boris Nemtsov, a provincial politician, to the Kremlin's new reformist team

It took a lot of effort to persuade Mr Boris Nemtsov, the youthful governor of Nizhny Novgorod, to join the Russian government last week. The ambitious politician, often labelled as a future presidential candidate, was understandably reluctant to leave his cosy seat in one of Russia's more prosperous regions for the maelstrom of Kremlin politics.

The trade unions' threat to bring 20m Russians out on the streets this Thursday to protest about the government's late payment of have added to his doubts.

But the bulldozing charm of Mr Boris Yeltsin eventually prevailed. And so Russia's most popular reformer agreed to risk his reputation by becoming first deputy prime minister in charge of a politically explosive portfolio, including housing, social welfare reform and the regulation of the country's natural monopolies

'I perfectly understand that my duty is that of a the Soviet industrial miniskamikaze pilot," Mr Nemtsov says in his characteristically sardonic style. "But fortunately not all kamikaze pilots are killed instantaneously."

As any calculating politician would have done in the circumstances. Mr Nemtsov including the promise of unrestricted access to the president, as well as his full and public support. The suspicion is that if Mr Nemtsov succeeds and the economy turns, he will be in a position to demand even more of the Russian president in well among a

future. On a tour of the US four population years ago, Mr Yeltsin hinted that Mr Nemtsov was his Straining under preferred heir. Many of Russia's democrats tried to press five years of Mr Nemtsov into running in last year's election; they would surely rally round again in 2000, assuming he CONTraction survives until then and

decides to stand. The curly-haired, 37-year-



Nemtsov: political verve

old Mr Nemtsov joins a government formally headed by Mr Victor Chernomyrdin, the stolid prime minister, who once worked under Mr Nemtsov's father in one of

In practice, the critical axis in the government will be Mr Nemtsov's relationship with Mr Anatoly Chubais, 41, the standard bearer of economic reform and former head of the presidential administration, who was earwrung some significant com- lier this month appointed as mitments from Mr Yeltsin, the other first deputy prime

> The puritan edge to his character should also play

economic

ambitious young ministers Yeltsin's divisive style of designed to create tensions within his team.

But Mr Otto Latsis, political commentator for the Izvestiya newspaper, disagrees, arguing that Mr Nemtsov's arrival in government bolsters Mr Chubais's chances of successfully implementing reform.

"Although Chubais lost his promise that he would be the sole first deputy prime minister, it is clear that Nemtsoy is being included in the team not as a counterweight but as a partner," Mr Latsis says. Mr Chubais has persuaded

Mr Yeltsin to promote a team of young liberal ministers to more senior roles. lowering the average age of Russia's deputy prime ministers from 54 to 45 and giving the government its most reformist tinge since 1993. More "surprises" are promised before the government restructuring is complete. With a reputation for the

flamboyant gesture and a piercing wit, Mr Nemtsov should bring some muchneeded political verve to the largely technocratic government team. He has been the toast of liberal Russia ever since a television debate last year when he squared up to Mr Vladimir Zhirinovsky, Russia's ultra-nationalist, after being doused in orange

The puritan edge to Mr Nemtsov's character should also play well among a population straining under five years of economic contraction. Vowing publicly he would never steal, take bribes, or lie to the people a clear sideswipe at some former and present government colleagues - Mr Nemtsov says: "When life is miserable for most people, it is ing Russia's wild capitalism not proper for the rulers to wallow in riches."

Mr Nemtsov's record in running his industrial consequences of failure are

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offers more than a few elegant reminders of earlier ones.

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Some observers have seen Moscow, suggests he will be the appointment of two such a highly dynamic, hands-on manager in government. He as a classic example of Mr played an active role in attracting foreign investors politics, purposefully to his region, often giving executives his home telephone number to call in case they ran into bureaucratic difficulties.

With the help of the international Finance Corporation, the investment arm of the World Bank, Nizhny Novgorod became the very model of successful economic reform, leading Russia in privatising small businesses and undertaking agricultural restructuring.

He strongly encouraged the growth of the private sector and claims Nizhny Novgorod now has 100,000 private firms employing 20 per cent of the workforce. His experience of local

housing reform and his close ties to other regional governors should prove invaluable in attempting to cut Russia's bloated housing subsidies. His status as an outsider should also help him cut through the web of entwined economic interests which have hindered the government's attempts to tackle the country's powerful gas, electricity, and railway monopolies.

Some Kremlin insiders may be tempted to dismiss Mr Nemtsov as a naive provincial who will be eaten alive in Moscow. His reputation for being occasionally authoritarian and impulsive may also prevent him from building the institutional support that will be essential to implement change.

But Mr Nemtsov has been busy encouraging members of the liberal Yabloko faction, headed by his friend Mr Grigory Yavlinsky, to join him in government, giving him additional allies to fight his bureaucratic battles. Mr Nemtsov might reflect

up 'one-stop shop' for foreign that the challenges of civilisinvestors", March 6), I would like to comment on a numare immense and his ber of issues. chances of success corre-Structural changes to state spondingly slim. But the management bodies form part of this initiative, and region, 400km east of frightening to contemplate. I involve the prime minister,

### ·LETTERS TO THE EDITOR Number One Southwark Bridge, London SEI 9HL 2

We are keen to encourage letters from readers around the world. Letters may be fasted at +44 171-572 1855 for the to fine'), e-mid: letters editors it com Published letters are also available to the P? sub-title, billion from the property of the main international incomment. 

#### Norwegian salmon producers have abused their relations with the EU

From Mr Phillip Thorn. Sir, in your article "EU likely to impose duty on dumped Norwegian salmon", (March 19) you quote a European Union trade official as saying the fish processing industry is likely to lobby against such a duty as it wants an abundance of

They cannot be serious. What the EU processing industry requires is a sustamable and abundant supply of competitively priced salmon. Norway clearly has a role to play in providing

However, we are all kidding ourselves if we pretend that such long-term, stable supolies can be built on short-term producer subsidies and dumped Norwegian salmon.

That is the message that should be coming from the salmon processors in Denmark and Germany (and indeed would be, were many not owned by Norwegian

has diligently researched and responsibly reported on the position in

its research demonstrates clearly that Norway has broken the rules and has taken advantage of the special trading relationship it enjoys with the EU to dump pro-

Having proved the case. the Commission must now act to impose a duty to

restore a fair and free mar-

A duty of 13-15 per cent is being discussed. At that level it would mean only a 3 per cent increase in the price of salmon products at the retnil level - a small price to demonstrate that the EU market works for its members, not as cosy club but as an arbiter and entorcer of fair, free-market prin-

Phillip Thorn, chairma: Scottish Salmon Growers Association Drummond House Scott Street. Perth

PH1 5EJ

#### Specialised management skills are the key to success in conglomerates

dramatically different way.

From Mr Andrew Campbell. Sir, Peter Martin's spirited "Case for congiomerates" (March 20), is built on a belief that good managers can manage anything. They cannot, as the daily failure of diversification strategies

The explanation for old Hanson or old BTR, for Virgin or GE, for Granada or ABB is not "good manage-

From Mr Amirzhan Kosanau.

Sir. After reading Charles

Clover's article on reforms of

state-rim enterorises in Kaz-

akhstan ("Kazakhstan sets

If you put Jack Welch in charge of Virgin or Branson in charge of ABB, the results would be catastrophic. These conglomerates have been successful because they were built around specialised corporate-centre skills.

The bad conglomerates, the ones that need to break up, have no specialised corporate centre skills. Unfortunately, despite Mar-

Kazakh prime minister central to changes

Mr Akirzhan Kazhegeldin. It is incorrect to talk of an end-

The newly created Kazakh

Oil company is one of many

companies working in Kaz-

akhstan, and its establish-

ment as part of changes to

state management bodies

in the structure of state-run enterprises

ing of his influence.

tin's belief in the market, there are large numbers of these over-diversified compa nies, as demonstrated by the current break-up epidemic.

Andrew Campbell. director. Strategic Managem Centre, 17 Portland Place. Win 3af

In 1995 Kazakhstan

adopted the 1996-96 Govern-

ment Action Programme for

which has been approved by the world's leading financial

the Deepening of Reforms,

institutions. All current

structural changes come

under this programme.

#### NY 10086-7798, US Warning sign

From R. A. Ledingbam. Sir, There was a recruitment advertisement in the Financial Times of March 21 which featured the headline "LLB, MBA, ACA, VC - It is all corporate finance to us" The last time corporate finance consultancies started making such crass statements was about two years before the wheels fell off.

telecoms deal

Sir, As a whole, I could not

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adopt regulatory structures consistent with a document

setting forth general princi-

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Kronish, Lieb, Weiner & Hellman,

1114 Avenue of

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Organisation telecome

protected, March 19).

From Mr Bric Simonson.

R. A. Ledingham. The Old Hat, Preston Bissett

#### should not be considered extraordinary. It corre-Amirzhan Kosanov. press secretary to the prime sponds to market develop-Bucks MK18 4LN minister of Kazakhstan

### The FT Interview · Tommaso Padoa-Schioppa

#### The head of Italy's stock market watchdog outlines his plans to

Robert Graham The discreet aloofness of the Bank of Italy is a world apart from the rough and tumble of the bourse. But a fascinating meeting - and

perhaps clash - of the two cultures is about to take Mr Tommaso Padoa-Schioppa, the deputy director-general of the bank, takes over next month as head of Consob, the Italian stock market watchdog. It is an imaginative appointment for one of the most influential intellectual figures in European central banking, and raises expectations that the authorities will at last tackle a crucial area of the

Italian financial system that

urgently needs a shake-up

with better regulation. In soite of the 57-year-old central banker's prestige, his task will not be easy and he did not accept the job lightly. Until now he has been working in a relatively protected environment with politicians and businessmen at arm's length Running Consob will shove him into the public eye and could pit him against the tight knit world of the salotto buono, the Milan-based financial

The Milan bourse, he believes, suffers from a lack of confidence among investors, which creates a vicious circle. "Lack of confidence makes markets difficult to use, both for demand [investors] and supply (companies using the markets for fund raising]." he says. "The higher the volume of trading, the greater the liquidity of the market while the lower the volumes, the less liquid the market and therefore less transparent and the greater the room for mal-

establishment.

In spite of the passage of laws on takeovers and insider trading since 1992, the bourse has not shaken off its reputation as a fiefdom of an inward-looking financial community that treats small shareholders



Mr Padoa-Schioppa highlighted the concentration of share ownership and the illiquidity of most quoted companies. Three-quarters of all dealing involves the main 30

Cracking down on insider

trading is a key component of reform. But he believes this must be accompanied by tightening up on disclosure, educating public opinion, eliminating bureaucracy and exerting greater regulatory control in a more liberal environment. At the same time the authorities must environment for investment on the stock exchange.

He talks of Milan as being a "second tier" bourse. In each of the world's three time zones, he believes there is space for only one top level centre. "London plays this role in Europe in view of its long tradition as a financial centre," he says. In the second tier he sees room in Europe for four to six centres, the main ones being Frankfort and Paris. "We must ensure Italy plays its

best cards in this respect." Until now, Milan has under-utilised its potential. record of Italian families which have traditionally invested in treasury bonds. In an increasingly secure society people want to rely less on this type of investment and look for equity

Also, he observes: "Financial markets are drawn by supply more than by demand - Italy created a big debt market as it needed to fund the public sector deficit. Why should the programme of privatisation not stimulate the bourse?"

Mr Padoa-Schioppa's expeprovide a competitive tax rience of financial regulation is considerable, though so far largely in banking. He chaired the Basie Committee (of central banks) on banking supervision, and creating the Target clearance system

- "one of my babies". However, in his role at the central bank, he has become Italy's leading authority on derivatives trading. This background makes him convinced that banks are in many ways easier to supervise than financial markets. The challenge in supervising financial markets is that they are much more "elusive" since they can be pri-But he believes it can benefit vately controlled and have shabbily. In a recent speech from the strong savings strong "local connections".

New broom for bourse of a public servant to express regret, Mr Padoa-Schioppa gives the impression he will miss the formative role he has played in European Union economic and monetary policy. From 1979-83 he was directorgeneral of economic affairs with the Brussels Commission. Subsequently he acted as secretary of the Delors Committee preparing the technical details on economic and monetary union (Emu) for the Maastricht

His commitment to European integration is not just professional. Mr Padoa-Schioppa is also a firm believer, a point underlined by his recent book The Road to Monetory Union. He believes monetary

union will go ahead on schedule even though it is not past the point of no -return. "If-Emu is on schedule, then the integration of financial institutions will be far more far reaching than Acceptance of the Consob post probably means a premature end to Mr Padoa-Schioppa's central banking career which began in 1968. He is resigning from the Bank of Italy and is unlikely. as previously seemed mapped out, to take a place on the board of the European Central Bank. This has led some commentators to complain that his talents especially his inside knowledge of the Emu process are being squandered.

However, as an MIT trained economist and with a record of impartiality as a civil servant, he offers the moral authority necessary to underpin the successful operation of Consob. He has the stature to tighten up on stock market regulation in the same way that Mr Giuliano Amato, the former Socialist premier, has overhauled competition policy since taking over the anti-

trust authority. His attributes will be much needed if as planned Italy carries out Europe's largest privatisation programme over the next three to five years. The Bank of Italy's undoubted loss

US economy;

### Soothing the bear

Triumphalism is not in order. But last week's US-Russian summit in Helsinki was in fact a triumph for President Bill Clinton. In managing relations with Russia his administration has, after many understandable hesitations and contradictions, got it just right.

The Figure

Fig. S. High

Although, like former president Frenklin D. Roosevelt, Mr Clinton appeared in a wheelchair, this summit was no Yalta indeed it was Yalta in reverse. Instead of conceding a Russian sphere of influence, Mr Clinton preserved the right of central and east European countries to join alliances of their choice. Adroit stage management on both sides made it look like a triumph for President Boris Yeltsin, but in reality the US gave little or nothing away.

Mr Clinton repeated Nato's December statement that it has no intention, no plan and no reason" to deploy nuclear weapons on the territory of new member states, and does not foresee any future need to do so. Reference to this is to be included in a document to be negotiated with Russia, but that document will not be a binding

Mr Clinton also accepted the principle of a "Start III" agreement which will bring the US ing the Russians four extra years to dismantle the warheads they already agreed to scrap under Start II. In a sense this means paying twice for the same Russian concession. Still, this will be a good deal for the west - indeed for the world - if it can be implemented. Russia's nuclear stockpile is now a source of danger almost irrespective of any hostile Russian intent. There is a vital global interest in seeing as much of it as possible destroyed under controlled and verifiable condi-

Finally, Mr Clinton promised to help speed Russia's entry into various international bodies. But this is happening anyway, and can only be welcomed so long as Russia meets the entry criteria and respects the rules of those bodies that have them, such as the World Trade Organisation. As for the G-7, it is essentially a talking shop. To call its annual summit "the summit of the eight" will not make a great difference, since Mr Yeltsin already attends the political part of

These are small prices to pay for retaining Russia's goodwill and co-operation in the management of European security, where its ability to cause trounuclear arsenal down to de ble, but also to contribute confacto as well as de jure equality structively when it so chooses,

### Banking risk

The Bank of England's new framework for banking supervision, presented for discussion today, is a clear step forward. Its success will depend, however, on how it is implemented - and, in particular, on the BCCl are more uncomfortable Bank's steadfastness of purpose here. Barings's ability to ship

in handling difficult issues. often. There will be a more sysferent types of risk, including the inherent riskiness of a bank's business. There will be more onsite visits, and talks with a wider range of bank staff. A business unit responsible for more than 5 per cent of a bank's revenues or profits will be given more detailed study. And throughout, there will be a strong emphasis on the quality

of internal controls. The critical question is how far this new system will prevent another Barings crisis, or another Bank of Credit and Commerce International (BCCI). Barings's Singapore operations, run by Nick Leeson, which brought the bank down, would be identified by the new approach as a unit significant enough to deserve detailed study. A Bank team, using this framework, would probably have visited Singapore. There, its focus would have been on

have revealed as inadequate.

respects the new system will be only as effective as the urgency and commitment of the Bank's most senior staff allow it to be. The lessons of Barings and

So far so good. But in other

its entire capital to Singapore The new approach focuses on was made possible by the superthe inherent riskiness of indi- visors' plodding handling of its vidual banks' operations. Risk- request for special treatment ier banks will be reviewed more under the consolidation rules. In the case of BCCI, many of the tematic assessment of seven dif- bank's weaknesses were well known to the supervisors. What was lacking was the will to early stage. Despite the formidadisposal, the Bank remained fearful of using them. Improved techniques for identifying risks will pay off only if they are accompanied by a commitment to act on their results.

In fairness, this will never be easy. Real-life banking crises often involve tricky issues of judgment, where supervisors must also take into account the unblemished reputation of an institution (as at Barings) or the diplomatic complexities of its status (as at BCCD.

As the Bank of England has always argued, banking supervision is more than the applica tion of a checklist or formula. That does not mean a more sys tematic approach is not helpful. But as the Bank well knows, it internal controls, which the must be employed with firmmost cursory inspection would ness of purpose and urgency of

## Waiting for inflation

The US Fed is sooner or later likely to make a pre-emptive strike against anticipated price pressures, argues Gerard Baker

t has been called variously the Super-Duper Economy, the Goldilocks Economy, the New Paradigm. Even Mr Alan Greenspan, the who is not disposed to colourful

prose, was moved last week to call it "close to unprecedented". For the past few years the US, unique among the world's leading economies, has enjoyed an extraordinary record of robust growth, rapid job creation and near record-low unemployment. Yet still it has produced almost no sign of the inflationary pres sures that have accompanied such a sustained expansion in

How long this benign equilibrium can continue will be the critical question on the minds of the 11 voting members of the Fed's policy-setting open market committee, meeting for their second session of the year tomor-

If they believe the brave new world is here to stay, they will leave short-term interest rates unchanged, at least for another couple of months. But if they take the view that this economic nirvana is a transient phenomenon and that growth is now so strong it will soon spark a blaze of inflation, they will have little choice but to raise interest rates for the first time in more than two years.

Next week, the expansion will celebrate its sixth birthday. It is already the third longest upswing in US history and shows no sign of abating. In the past six months the pace of expansion has accelerated sharply.

US consumers have shaken off their recent pessimism, and are more bullish about their current circumstances than they have been for 27 years, according to one survey.

That exuberance has spilled over into higher spending. Retail sales in the first two months of the year rose at a real annual rate of more than 7 per cent from the last quarter of last year. Although the stock market has stumbled in recent weeks it is still 30 per cent higher than it tary policy pre-emptively, when was a year ago. Capital invest- it felt inflation threatened to rise ment is expanding rapidly.

The continuing strong demand bas pushed unemployment to evidence of accelerating growth near record lows. The jobless in the past six months, the Fed rate. currently 5.3 per cent, could has not moved yet. The central well fall further in the next few months.

When the final data for the first quarter of this year are published next month, they seem certain to put the annual growth rate for the first three months of the year at about 3.5 per cent. That would follow a rate of 3.9 per cent in the fourth quarter of

All this vigour would normally have been expected to translate into a surge in inflation, as strong demand for labour, goods and services outpaces the supply and leads inexorably to increases in wages and prices.

Accelerating inflation is considered virtually inevitable when output moves firmly above its long-term trend potential rate, as is clearly now the case.

The potential rate of US growth is officially estimated to be about 23 per cent. Six years into an expansion, an economy growing at least 1.2 per cent above its long-term potential rate is headed rapidly into the inflationary danger zone and usually needs

Certainly, for the past two months, Mr Greenspan has been hinting that the good times may have become too good. Last week he repeated his warning that the quiescent. In the current tight Fed would act to tighten monejobs market wages would have

bank does not usually wait this long for signs of a surge in tral bank, is more than 2.5 per growth to apply the brakes. In 1994, the last time it began raiscent above the main measure of ing interest rates to counter infladomestic inflation, the GDP deflationary pressures, it tightened

dence of well above-trend growth. The reason for the Fed's forbearance this time is the stubborn refusal of inflation to show any signs of accelerating. Consumer prices have been rising at a low, stable rate of about 3 per cent for more than two years. Excluding the volatile food and energy component, the increase

policy after just one quarter's evi-

is just 2.5 per cent. The Fed is on record as saving that the CPI probably overstates the true rate of inflation by at least 1 percentage point. That suggests the true level of consumer price inflation is as close to absolute stability as it is prob-

ably wise to go. Consumer prices are merely the end of a long chain of inflationary indicators. Further up the chain there are precious few signs of rising cost pressures.

to be restrained with a The rate of producer price infla- officials believe the official fig- recent years to trade off smaller foot on the monetary brake. tion fell last year, and fell further at the start of this year, to an annual rate of just 2.2 per cent. Labour, which accounts for the bulk of employers' costs, appears

> been expected to accelerate by now. But in the past year hourly wage costs rose just 3.8 per cent. Some economists also argue that, because inflation is so low, monetary policy is already quite the Fed funds rate, the main interest rate targeted by the cen-

The long-term gap between the two figures has bovered around 2 policy is already mildly restric-

That explains the continuing nearabsence of inflation and how long will it last? Although there are a variety of explanations offered by economists, the Fed's officials point to developments in the labour market, and in particular to three critical determinants.

Productivity, especially in manedly in the past two years. Manufacturing output per hour rose 3.9 per cent in 1996, reducing unit labour costs by 0.3 per cent for the year. Services productivity rs to have been stagnant but Mr Greenspan and other Fed

modest guarantee fund of

BSERVER

ures underestimate gains in output in this sector.

The main reason for the productivity improvements is probably the giant leap in the possibilities offered by computers, which have spread their benefits throughout the economy. Wage growth validated by productivity growth is not, of course, infla-

any signs that wage pressures tight enough. At 5.25 per cent, are mounting more than can be justified by productivity gains. We haven't seen that vet," was the recent verdict of Mr Michael Moskow, president of the Reserve Bank of Chicago and a member of the Fed's open market committee

A second factor the Fed's econper cent, which suggests current omists cite is the slow growth of non-wage labour costs. The cost of health insurance for employers has fallen by more than 10 per cent in the last two years, thanks to changes in the management of healthcare. Other non-wage costs, such as additional employee benefits, have also been held in check.

But the most important component in the view of Mr Greenspan himself is worker insecurity. A much higher turnover of labour in the mid-1990s has heightened ufacturing, has improved mark- workers' concerns about the security of their employment prospects. That has made them much more reluctant to press for higher wages, in spite of their productivity improvements and the tight labour market. "The willingness of workers in

increases in wages for greater job security seems to be reasonably well documented," Mr Greenspan himself said last month.

con-tarm industries)

Annual % chance

In recent months, however, as the pace of economic growth has quickened, there has been some evidence that this factor may be starting to fade. The number of people leaving their jobs volun-"We're watching carefully for Fed as an important indicator of rising steadily since the middle of last year, although it fell back

again in February. The Fed's policy makers are thus left with an ambiguous message. Productivity growth remains strong, offsetting the rise in unit labour costs, and presenting a continuing favourable outlook for inflation. But it may not be strong enough to offset the growing self-confidence workers feel about their ioh prospects as unemployment falls, a factor that seems certain to lead to a resurgence in wage

On top of that, the pace of economic growth has clearly edged up into a range that will be considered by even the most optimistic of economists as too hot for

In the absence of clear evidence that the economy is about to lose momentum the Fed will probably conclude that the risks of waiting may be too great. An interest rate rise either tomorrow, or at the next meeting of the open market committee in May, seems increasingly likely.

### Tobacco ethics

Tobacco is unique. It is the only consumer product which, used as the manufacturers intended. kills. This makes it different quantities may even be beneficial to health - or to cars, or to any of a range of everyday products which when abused can have lethal effects. Use of tobacco, as intended, damages health. Full stop.

The industry has known this for decades. The first clear link between smoking and lung cancer was established in the US and England in 1950. By the mid-1960s, the evidence was incontrovertible. As the Liggett settlement with 22 US states makes clear, it has also known for years that nicotine is addic-

Yet it has continued in its denials, continued to market its pointedly, to promote it to the young, desperate to renew the diminishing pool of smokers in

Western countries. This raises serious issues of Usiness othics, which are not unique to the tobacco industry. Asbestos producers covered up the ill-effects of blue asbestos until medical evidence, allied to Product liability actions, made their position untenable. Pharmaceutical companies, in areas auch as birth control devices or heart drugs, have had to decide when unexpected side-effects from their products require

In these examples, governments have accepted their responsibilities more clearly than over tobacco. They have from alcohol - which in limited set exposure controls for asbestos and licensed pharmaceuticals. The companies, in the main, have learnt that bad ethics is bad business. But over tobacco, the income stream from taxation has warped governments' judgment on such issues as advertising and promotion.

More recently, that has been changing. But so far, concern over tobacco has been largely restricted to the west. In response, the industry has focused its attention on the young people of the developing world. As a result, the World Health Organisation predicts that tobacco will be causing million premature deaths a year product, and continued, most by 2020 in less developed countries. It would be cynical for western governments to reach settlements with the industry which allow that approach to

continue. Tobacco cannot be banned. But its marketing can be controlled. And if that means the long-term future of the industry becomes bleak, it is an important lesson in the law of consequences. Those who market tobacco - or the sweet-flavoured "alcopops" - to impressionable young people should remember that, in the end, bad ethics will always be

#### Driven to distraction

"Never, never, never..." was the response of Peugeot-Chroen boss Jacques Calvet when asked if he would consider a merger with rival Renault. Louis Schweitzer, the Renault chief has given similarly short shrift to the idea of a love match between France's two big carmakers.

But coolness on both sides has not prevented the notion of a tie-up attracting some influential supporters; former French president Valery Giscard d'Estaing - Calvet's one-time boss - last week threw his weight behind the idea. He used an article in L'Express magazine to argue that a Renault-Peugeot marriage would be "the most advantageous" of all possible combinations for restructuring the European car market. It would be too easy to write

off VGE, as he is universally known in France, as a has-been who's lost his political clout. After all, his last high-profile intervention in policy matters calling for a depreciation or devaluation of the French franc turned out rather well.

Since Giscard caused a stir with his comments last November, the value of one \$1 has risen from about FFr5.22 to FFr5.73, With Calvet, 65, due to step down at Peugeot in September, is it possible that VGE is again ahead of the game?

#### Old mould

■ However much they feign indifference, stars at tonight's much-hyped Hollywood ceremony would give their eye teeth to pick up an Oscar. So it's refreshing to learn that Owen Siegel, proprietor of RS Owens. the Chicago metal-basher which makes the precious statues, can't remember the last time he

went to the movies. Not that Siegel, a sprightly participation of the participa about his work; each Oscar is hand-cast in pewter and plated with copper, then nickel, silver and finally gold. "You could pay for a couple of Emmys or Clios with just the gold that goes into an Oscar," he says proudly.\_\_\_ though he's keeping quiet about how much they cost to make.

#### Bit parts

■ It's a topsy-turvy Europe says Michael Kühn, president of PolyGram Filmed Entertainment, the company behind recent celluloid classics including Four Weddings and a Funeral, Train Spotting and Priscilla Queen of the Desert.

Kühn and his cronies from

other European film outfits want

Ecu60m (\$69m) to support the industry: at present most European film makers go to Hollywood for funding because local backing is scarce. Kühn says governments would not have to dip into national coffers - the fund could come out of part of the EU budget already allocated for the audiovisual sector. But the week after Germany announced a new DM1bn (\$500m) subsidy for its shipbuilding sector, Kühn's optimism is fading. He points an accusing finger at the UK, the Netherlands and Germany, which are blocking the release of the funds - a depressing trio for the British president of a Dutch film company whose father was

#### Forked tongue ■ The US State Department has

born in Berlin.

been busy playing-down a cable sent to its ambassador in Albania, urging her to take good care of embassy silverware. The message reminded Marisa

Lino - who's been presiding over the escape of hundreds of foreigners from the riot-torn Balkan state - of the department's "policy for safeguarding sterling silver flatware (cutlery) on the occasion of an evacuation". It said she should consider stowing have to check that."

the valuables at her residence or shipping them out with her personal effects

The cable was signed "Albright", although apparently all messages to foreign missions bear the signature of the secretary of state, whether or not she sees them. The message was in fact sent by the furnishings division, a spokesman earnestly explained.

#### Some mistake

■ Mzi Khumalo, the former political prisoner who last week took over as chairman of JCI, the world's sixth largest gold producer, has been lauded as the new champion of black economic empowerment in South Africa. During a recent tour of his business, thousands of miners and their families turned out to see in the flesh the first black chairman of a South African mining house.

But news of this phenomenon has been slower to sink into the depths of the group's Johannesburg head office. When Khumalo first parked his car in the chairman's basement parking space, a JCI security guard rushed over to tell him that space was reserved for the boss. "But I am the chairman." explained Khumalo, With a frown the guard replied: "I'll

### Financial Limes

#### 100 years ago

The Cretan Crisis The French marines have not been able to land owing to the roughness of the sea. The French and Russian troops are expected to arrive to-morrow, and the British and Austrian troops about the middle of next week. Copies of the proclamation of autonomy were handed to the insurgents at Akrotiri yesterday evening. Three Turkish soldiers were surprised last night pillaging a Christian house at Haleia. On being discovered they fired on the Montenegrin gendarmes, who replied, killing one of the Turks.

The Italian Elections The decisive victory of the elections has greatly relieved the Continental Bourses by removing one element of uncertainty from the situation. It will also enable Italy to act more firmly in support of Anglo-French policy in the Eastern question, thereby eliminating a source of weakness in the European Concert. The triumph of the Government is very thorough, 297 Ministerialists being elected against only 70 of the Constitutional Opposition, 17 Radicals and 6 Socialists, so that there is an overwhelming majority over all the other parties combined.

### FINANCIAL TIMES

Monday March 24 1997



### Asian car production set to exceed demand

By Peter Montagnon, Asia Editor, in London

Asia's car production capacity is growing far in excess of forecast demand in the region, creating a risk of a serious shake-out by the end of the decade, according to a survey by DRI/McGraw Hill, the business researchers.

The research contradicts the common view that western car manufacturers can compensate for sluggish growth at home by relying on fastexpanding Asian emerging

"With all manufacturers having ambitious plans to increase capacity and exports. we expect excess capacity to become a major issue in almost every Asian country by the end of the decade," said Mr Ashvin Chotai, author of the

Top vehicle manufacturers

achieve capacity utilisation cial vehicle market may rates of more than 85 per cent from their plants in developing Asia. By 2000, they will find it hard to achieve rates of 75 per

Across the region capacity utilisation is expected to drop to 57 per cent in 2000 from 67 per cent in 1995.

A particularly sharp drop is expected in South Korea where capacity is likely to grow rapidly as a result of Samsung's entering the industry in 1998 and Ssangyong's planned increase in production. Capacity use may drop to 52 per cent by 2001 from 72 per cent in 1995, the survey says.

Excess capacity plagues China already, especially in the passenger car sector which has been squeezed by cuts in government - the main buyers. Manufacturers there were selling at a loss last year. While China's light commer-

recover with the economy, the car market faces structural problems. Mr Chotai said.

"Heavy promotional campaigns and price wars will plague vehicle manufacturers operating in India," Mr Chotai

"This is quite a turnround. As recently as 1995 the market was supply-constrained and waiting lists for cars were common. A shakeout is inevi-

Capacity in south-east Asia is expected to rise to more than 3m units by 2000 from 1.6m units in 1995, thanks largely to substantial investment in Thailand by General Motors, Ford, Mazda, Honda, Mitsubishi and Nissan.

Asian Automotive Industry Forecast, DRI/McGraw Hill, Hartfield Road, London SW19 3RU. Tel +44 181 543 1234. Fox

### Israel calls on Palestinians to crack down on terrorism

By Avi Machlis in Jerusalem

Israel yesterday pressed the Palestinian Authority to crack down on Hamas, the Islamic movement responsible for a suicide bombling which killed three Israelis in Tel Aviv last

"I want them to start fighting terrorism as they promised," said Mr Benjamin Netanyahu, Israeli prime minister, after a meeting of the inner cabinet. "Then we can discuss many many other issues." There had been speculation that Israel would suspend peace talks as a result of the bombing.

demanded that the Palestinians arrest Hamas activists. collect illegal arms and "tighten security co-operation" with Israel.

Earlier in the day Mr Jibril Rajoub. Palestinian security chief, met Mr Avigdor Kahal-

ster co-operation in the aftermath of the suicide attack. Israel closed its borders with and a threat by Hamas to

carry out more bombings. After the meeting Mr Rajoub told Israel Radio: "Goals will not be reached with pressure. Co-ordination and dialogue is the only way." Nevertheless, senior Israeli military officials said a few hours later that Palestinian security forces were not co-operating with Israel in clamping down on Hamas.

Also yesterday Mr Ahmed Abdel Rahman, Palestinian Israel's senior ministers cabinet secretary, traced the current Israeli-Palestinian crisis to Israel's move last week to build Har Homa, a Jewish neighbourhood on a hill called Jabal Abu-Ghneim in Arab east Jerusalem.

Palestinians had predicted widespread violence in reacani. Israeli public security tion to the Israeli decision. At of Israel.

minister, in an attempt to bol- least 100 Palestinians protesting about Har Homa were wounded at the weekend in clashes with Israeli soldiers on the West Bank and Gaza the boundary between Israeli immediately after the attack and Palestinian-controlled areas in the West Bank town

> of Hebron. After the inner cabinet meeting Mr Netanyahu repeated his accusation that the Palestinian Authority gave a "green light" to Hamas to carry out attacks against Israel, a claim rejected by Palestinians and the US.

Political analysts said Mr Netanyahu had to press the Palestinians to control Hamas as he had come to power on campaign promises to provide "peace and security" to Israelis. It was the first Hamas bombing since Mr Netanyahu was elected last May.

Mr Yassir Arafat, Palestinian president, railed at Israel's determination to build Har

#### Homa and criticised the US for thwarting a UN condemnation

### Russian overseas bond issues

"sensible settlement"

Rank and Dresdner Bank

debut dollar bond is trading at about 3.25 percentage points higher than equivalent US

market bonds.

"There is a real shortage of high-yielding debt in the market at the moment," said a London bond trader.

### Business is business but sevens are heaven in

Louise Lucas in Hong Kong

imminent return to China. But as the final whistle blew yesterday at the last rugby world seven-a-side tournament before the handover, emotions

slipped through the sang-froid. "It must go on. It would be a disaster if it didn't," said a tartan-clad executive from a UK blue-chip company which, like many groups, convenes a Hong Kong board meeting for sevens week.

> launched 22 years ago the sevens has established itself as a raucous spring ritual for businessmen and rugby fans. Boardrooms decamp to the stadium amid fervent crowds from abroad and the local, largely expatriate, community.

July brings uncertainty for all Hong Kong institutions. But like the smooth-running Fijians, victorious on the field, fans and organisers are confident the tournament will sidestep the handover.

Part of the confidence comes from business. Hong Kong's annual sevens has been broadened this year to encompass the four-yearly world champi-onship, and the event has injected some HK\$100m into the local economy, according

to the local tourist association. Businessmen underline broader benefits. "It's a tremendous opportunity for business-building interaction," says Mr Hung, who had four or five meetings lined up for

Saturday. Others point to the international nature of the sevens. "This is not a British event. It is a Hong Kong event," says Mr Simon Murray, chief executive for Asia Pacific at Deutsche Bank.

A stadium official points to teams from countries as divergent as Canada, the Cook Islands. Wales and Western Samoa.

Mr Tung Chee-hwa, the territory's future leader, underlined the need to keep internaional events in Hone Kons and predicted the tournament would thrive under China.

Most important, say rugby officials, is the growing support for the sport on both sides of the border. Local interest this year was spurred by the selection of the first ethnic Chinese player for the Hong Kong team, Chan Fuk-ping.

Mr Chiu Kwok-kwong, assistant director of the Hong Kong Rugby Football Union, believes China will emerge as Asia's rugby superpower. "Life in China is tough, and rugby is a tough sport." he said. "And, of course, they have 1.2bn people to choose from.'

# **Hong Kong**

By John Ridding and

Businessmen are a hardheaded lot when it comes to Hong Kong, unruffled by its

Since the tournament was

a German side too.

British and Germans. But will this softening line be

with Thomson in exchange for just a minority stake. How this game plays out depends, in part, on the Germans. If France can rely on its traditional strong political links with its neighbour, it may be able afford to take a nationalistic line. But increasingly, German commercial interests are

With Thomson-CSF, the issue will

### THE LEX COLUMN

### Defensive measures

A horseshoe is supposed to be a symbol of good luck. But, in the context of the French defence industry, it could be a bad omen. Speak to defence executives from other European countries these days and there is much concern about French chauvinism: how France's insistence on controlling everything is making it hard to restructure Europe's industry. Talk then turns to "horseshoe" tactics: can they cut deals among themselves so that the French eventually feel so encircled that they come to the table?

France's chauvinism has been most obviously displayed in its approach to privatising Thom-son-CSF, the defence electronics group. The government's attitude has been non-French groups are welcome only as subordinates. This provoked the first example of the horseshoe tactic: GEC's negotiations over defence collaboration with Italy's Finmeccanica. And if GEC acquires Siemens's defence es, the horseshoe will have

The danger that France ends up in splendid isolation has caused a subtle change in attitudes; now foreigners are being encouraged to support French bids for Thomson-CSF, though not to bid on their own. In aerospace, the risks of Fortress France are even greater: the country is already out on a limb because it is building the Rafael jet rather than the Eurofighter project. Unsurprisingly, state-owned Aérospatiale - which is about to merge with Dassault Aviation, leader of the Rafael project - is particularly anxious to keep lines open to the

enough? Early signs are mixed. Mr George Simpson, GEC's new managing director, prefers managing businesses. So GEC is unlikely to agree to pooling its Marconi defence unit

aligned with Britain's: witness the Anglo-German front between British Aerospace and Daimler-Benz Aerospace on restructuring Airbus.

Alcatel has been presenting itself as plan. Nonetheless, Labour has ing out of the station.

French defence groups re prices relative to the SBF 120 inde

particularly keen to cut deals with non-French partners. The snag is that this would involve a U-turn by Mr Alain Juppé, France's prime minister, who originally backed the

But the biggest factor will be whether France sticks to its line that it should be in charge because it has the biggest defence businesses. This argument is fair ignores the fact that France's companies are neither the most profitable nor valuable. Nor does it take account of the fact that other big European countries are nationalistic too. So the recent apparent softening of France's position is proba-bly not enough. More horseshoe tactics could be needed.

Bass looks set to be the Labour government's first corporate football. The incumbent government receives the Monopolies and Mergers Commission's report on Bass's acquisition of Carlsberg-Tetley today. But merging the brewers would mean instant job losses in the marginal Tory seat of Burtonupon-Trent during an election. So the report is almost certain to be donated to a new Labour trade and industry secretary

Labour could in theory support Bass, whose arguments have some merit. The deal would push Bass's share of UK beer sales to around 35 per cent, but the market is highly competitive, with minimal returns on capital - even though C-T has been a hamstrung competitor. And if C-T has to limp back into the arms of an unwilling parent, Carlsberg, its competitive position will also be influenced by which French not improve. Indeed, more jobs nearly 30 per cent below the current bidder wins: Alcatel or Lagardère. could be lost than under Bass's price Shareholders should be head-

promised a more aggressive procompetition policy, so it would be putting out crossed signals if this deal went through.

If it does not, the result is not disastrous for Bass. It would lose £60m (\$95m) from selling C-T back to Carlsberg, but since it would share C-T's 1997 profits, total losses would be below £20m. Allied Domecq would have to pay out 263m and get back 15 per cent of C-T. Worse still, its pubs would have to buy beer from C-T for another five years at "closer" to market rates, which means premium prices. But the real loser would be Carlsberg, which gets the majority of an unwanted lossmaking brewer. If it cannot persuade someone like Anheuser-Busch to expand its UK presence by buying it, painful restructuring will be inevitable.

#### Stagecoach

Stagecoach shares hit the buffers last week as investors reflected on the South West Trains shambles, enough, as far as it goes. But it and deservedly so. It is not the ignores the fact that France's comthreat of a fine which is the worry: the figure would be immaterial in share price terms. Nor does it look remotely likely that the franchise will be confiscated, tempting though that must be politically. Nevertheless, investors are inevita-bly starting to wonder whether initial cost-cutting hopes were overaggressive. And more importantly, faith in Stagecoach's ability to digest a never-ending stream of deals can only have been shaken.

This raises the question: once hopes of yet more value-enhancing deals are stripped out, what is Stagecoach really worth? Start with the bus operations - tightly run but in a very mature market. To value their earnings stream on a market rating looks more than fair. Then take the Porterbrook rail leasing business. Most analysts think its cash flows are probably worth roughly £1bn - 20 per cent more than Stagecoach recently paid for the business. Such figures rely heavily on profits after existing leases expire, which are anyone's guess. But for the sake of argument, take £1bn and then assume £120m for the net present value of South West Trains. And what does this far from gloomy set of assumptions suggest? That Stagecoach's real worth is around 540p a share -

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Steel merger

Continued from Page 1

responsibility" and come to a Anger against Germany's banks continued to mount

because the UK-based investment bank subsidiaries of Deutsche Bank and Dresdner Bank are among Krupp's advisers, while the German parent banks are represented on the Thyssen supervisory

The IG Metall union at Thyssen has called on the company to sever links with Deutsche Continued from Page 1 return to health and the successful launch earlier this

month of Russia's first D-Mark-denominated bond have established favourable conditions for other prospective Russian borrowers. Russia's D-Mark-denomi-

nated bond, which was priced to yield 3.7 percentage points more than the equivalent German government bonds, will be used as a benchmark for Russian corporate and "quasisovereign" debt issues in the German currency. Russia's

Treasury bonds. Traders say that with with coupons of 9 per cent or more. the expected bond issues will be priced to offer higher yields than most other emerging

"Russian debt will be very

popular with investors both for its rarity value and for the returns on offer."

🚅 💢 🥳 ÇEÇWEATHER GUIDE **Europe today** 

Much of Europe will be wet. The British Isles will have persistent rain, Ireland will have sun and showers. Northern France will also have rain, although the south will be mainly dry with sun and cloud. The Benelux will be overcast. Germany will have some sunny

The Iberian peninsula will be mostly sunny. Northern Italy will have showers as low pressure stalls over the region. The Swiss Alps will have snow

above 1500 metres. Most of the Balkans will have sun and cloud, but the Black Sea area will have rain and sleet showers.

Five-day forecast High pressure from the Atlantic will expand towards eastern Europe on Wednesday, resulting in fair conditions over central Europe.

Northern Europe will be overcast and rainy, as a disturbance moves

from the Atlantic into southern Scandinavia.

Lufthansa

The airline for people who fly to work.

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